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Corporate Emergency Evaluation of WFP's Response in the Sahel and other countries in Western Africa (Jan 2018 - Nov 2023)

Terms of reference (final)

November 2022

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1 Background

1.1 INTRODUCTION

1. Corporate emergency evaluations (CEEs) assess WFP's performance during emergency operations classified as Level 2 or Level 3 emergency until January 2022, and as corporate scale up or corporate attention since February 2022.¹ Their scope can be global, multi-country or single-country and their purpose is twofold: 1) provide evaluation evidence and accountability for results to WFP stakeholders; and 2) provide learning on WFP's performance during the emergency operation to enhance the operation (if still ongoing) and for broader learning on WFP complex emergency responses.
2. These terms of reference (ToRs), prepared by the Office of Evaluation (OEV), build upon a concept note, which was reviewed and/or discussed with the Regional Bureau for Western Africa (RBD), concerned country offices (COs), as well as relevant WFP headquarter divisions, including the Emergency Operations Division (EME) and the Programme Humanitarian and Development Division (PRO).
3. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToRs are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 provides an overview WFP's response to the protracted crisis in the eight countries covered by this evaluation and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.2 REGIONAL CONTEXT

General overview

4. The Sahel region remains one of the most vulnerable regions in the world, due to a combination of chronic underdevelopment, high exposure to natural hazards, conflicts, and climatic shocks, as well as chronic food insecurity. The situation has become increasingly precarious over the last few years with escalating violence, erratic rainfalls, and spiraling inflation. As a result, the resilience of the poorest and most affected populations, including communities hosting refugees has been severely eroded.² The United Nations Security Council (UNSC) has recently highlighted that humanitarian access in the Sahel remains a constraint, depriving population in need of critical assistance and exposing humanitarian personnel to increased risk³. There are currently two active United Nations (UN) Peacekeeping missions in the Sahel and Central Africa: the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)⁴ and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)⁵.
5. In recent years, WFP has been responding to three Level 2 and three Level 3 emergencies in Western Africa, most of them being protracted, large-scale and complex crisis. Under WFP new Emergency Activation protocol introduced in February 2022, the following operations have been classified as "Corporate Attention": Burkina Faso, Central African Republic (C.A.R), Chad, Mali, Niger, and Nigeria. WFP operations in Cameroon are classified as "Early action and Emergency response". See [figure1](#) below.

¹ There is not a direct equivalence between corporate scale-up and level 3 or corporate attention and level 2. Country Offices previously classified as L2 or L3 were re-classified based on an assessment of Scale, Urgency, Complexity, Capacity and Risk.

² WFP. Towards a Food Crisis in the Sahel in 2022, March 2022.

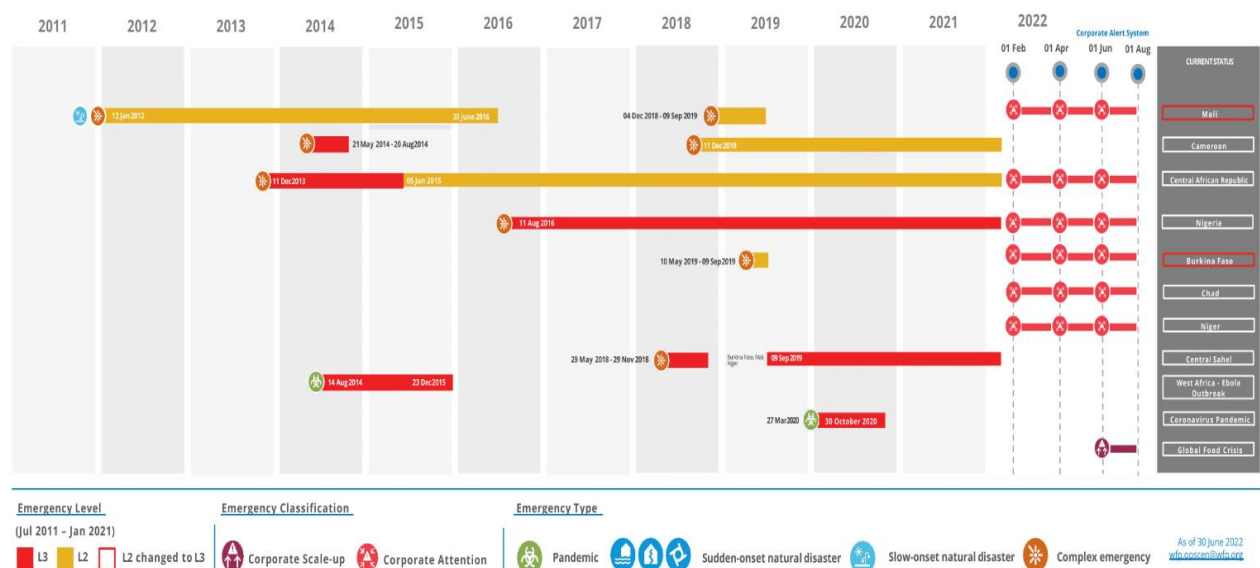
³ United Nations Security Council. June 2022. Report on West Africa and the Sahel and the activities of UNOWAS. S/2022/521

⁴ The MINUSMA was established by the Security Council in 2013 to support political processes, national political dialogue and reconciliation as well as ensure security, stabilization and protection of civilians in Mali. Source: <https://peacekeeping.un.org/en/mission/minusma>

⁵ The MINUSCA was established by the Security Council in 2014 i) support the transition process; ii) facilitate humanitarian assistance; iii) promote and protect human rights; iv) support justice and the rule of law; and v) support disarmament, demobilization, reintegration and repatriation process. Source: <https://peacekeeping.un.org/en/mission/minusca>

Other United Nations agencies have also declared emergencies in the region. In February 2020, UNHCR declared Burkina Faso as an L3 emergency, while Mali and Niger were declared Level 2 emergencies. In July 2022, UNICEF declared the whole Sahel region as a Level 2 emergency⁶.

Figure 1: WFP emergency responses in Sahel and West Africa (2011-2022)



Source: WFP Operational Information Management and Operations Centre Unit, as of 1 July 2022

Food security and nutrition

6. Food security and nutrition has been deteriorating sharply. In 2022, the region⁷ is expected to face the highest number of food-insecure people in the lean season since the launch of the Cadre Harmonisé (CH) in 2014, with 40.7 million people projected to be food insecure between June and August 2022.
7. With regards to the eight countries of interest, expected number of people in IPC (Integrated Food Security Phase Classification) Phase 3 to 5 in June-August is 36.74 million, an increase of 43 percent compared to the same period in 2021 and of 219 percent compared to 2018 (see [Figure 2](#)). When looking at numbers by country ([Figure 3](#)), Nigeria alone accounts for 53 percent of projected people food insecure in June-August 2022⁸, followed by Niger (12 percent) and Burkina Faso (9 percent).⁹ Niger experienced the highest increase in number of projected people in phase 3-5 since 2018 (+450 percent). In Chad, the number of people in IPC phase 3-5 more than doubled in 2022 compared to 2018 as a consequence of the worst lean season in decades. In Mauritania, people in IPC phase 3-5 reached around 900,000, with an 83 percent increase compared to 2021.

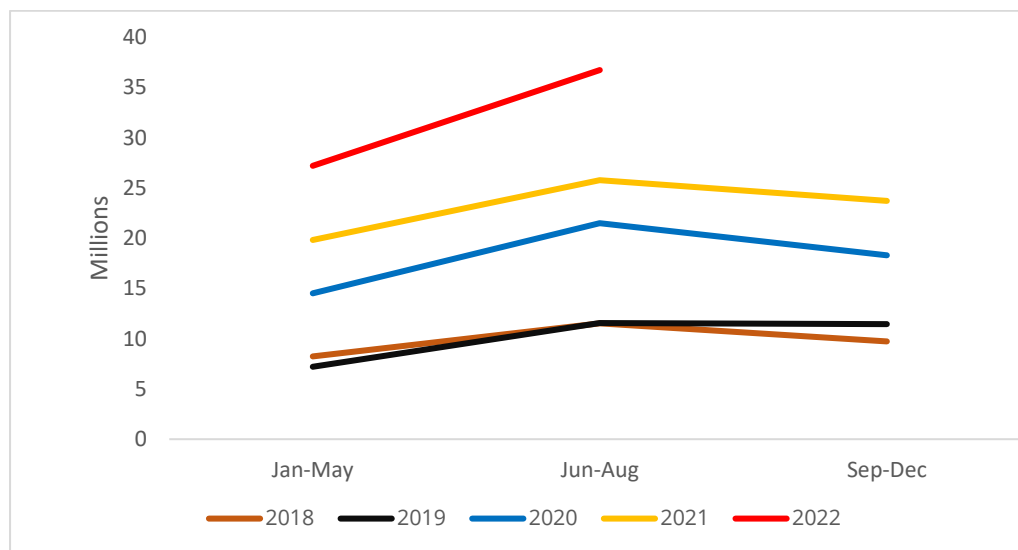
⁶ <https://www.corecommitments.unicef.org/level-3-and-level-2-emergencies>

⁷ Burkina Faso, Benin, Cameroon, Chad, Ivory Coast, Ghana, Guinea, Cape Verde, Togo, Guinea-Bissau, Mauritania, Niger, Nigeria, Senegal, Sierra Leone.

⁸ With reference to Nigeria's food insecurity trend, to note that Cadre Harmonisé have been expanding its analyses to new regions since 2020, These are: Abia, Edo, Enugu, Lagos and Cross Rivers states since 2020-21; Kwara, Nassarawa, Kogi, Rivers and Ogun states (since 2022)

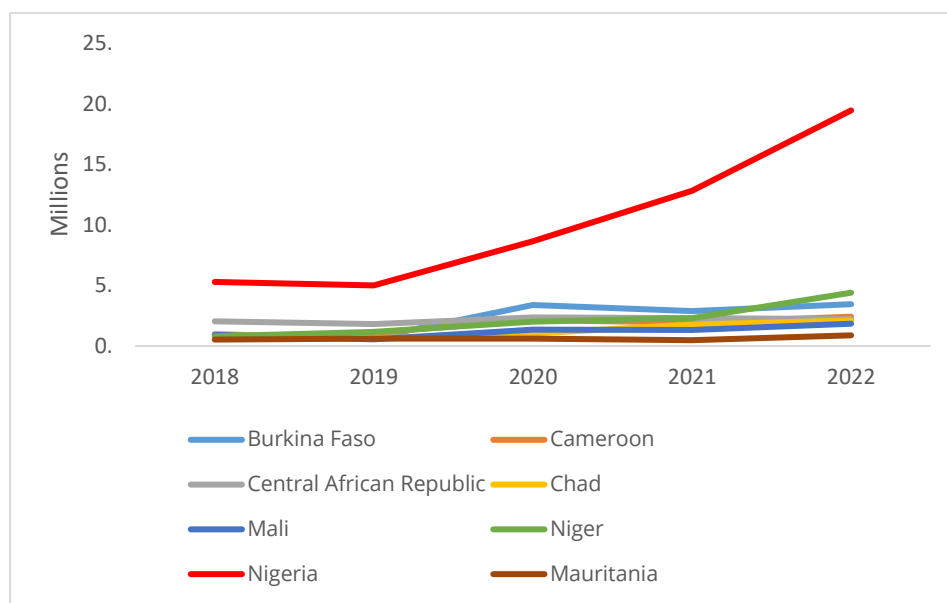
⁹ [Country Level Food Security Trend in West Africa](#) dashboard, WFP Research, Assessment and Monitoring Division (RAM)

Figure 2: People in IPC Phase 3-5 in the eight countries of interest by year (2018-2022)



Source: WFP, [Country-level Food Security Trend in West Africa](#) dashboard- data extracted in September 2022

Figure 3: People in IPC Phase 3-5 by country and year (June-August)



Source: WFP, [Country-level Food Security Trend in West Africa](#) dashboard-- data extracted in September 2022

- Levels of malnutrition are concerning. Results from recent surveys carried out in Mali, Mauritania, Burkina Faso and Niger, reveal that about a quarter of households cannot afford or access an energy diet, while more than half of these households cannot access a nutritious diet.¹⁰ Moreover, according to a recent United Nations Children's Fund (UNICEF)- WFP joint study¹¹ in 2021, wasting prevalence in

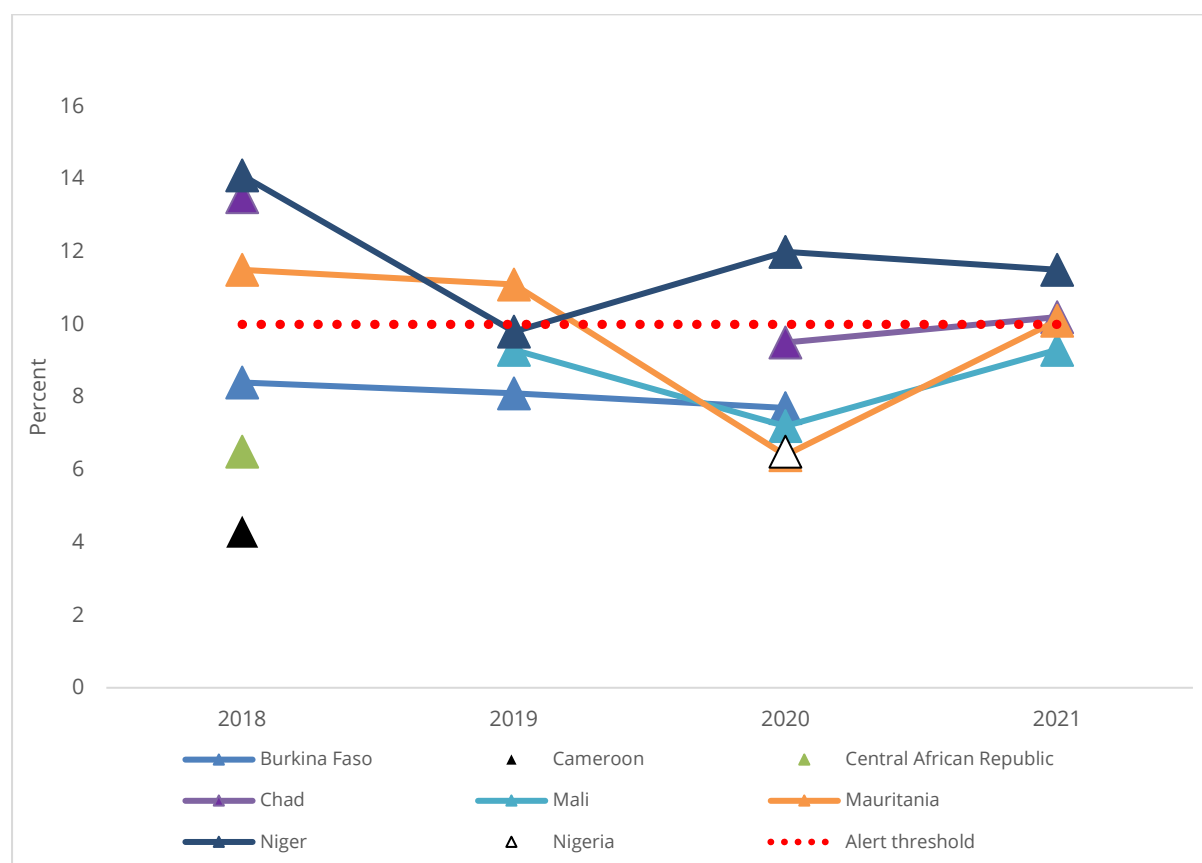
¹⁰ WFP. 2021. Fill the nutrient Gap. Les analyses FNG au Sahel.

¹¹ WCA Regional Nutrition Working Group. 2022. WCA Joint Note on the Nutrition Situation in the West and Central Africa Region.

children under 5 was at or above the “alert” threshold of 10 percent¹² in Mauritania, Niger and Chad¹³. Prevalence of wasting was high also in Burkina Faso (9 percent). Latest data available for Nigeria report a prevalence of wasting of 6.5 percent in 2020. (see [Figure 4](#)).

- The latest hotspot analysis in the Sahel (G 5+1)¹⁴ shows that 70 percent of areas analyzed are classified either as “very high priority areas” (1.8 million children under 5 years of age suffering from global acute malnutrition (GAM), of which 0.4 million suffering from severe acute malnutrition (SAM)) or “high priority areas” (2.8 million children under 5 years of age suffering from global acute malnutrition (GAM), of which 0.7 million children suffering from SAM).¹⁵

Figure 4: Prevalence of wasting in children under 5 years of age (percent)¹⁶



Source: UNICEF- [Data Warehouse](#)- data extracted in October 2022

- The situation is even more worrying in those countries where high prevalence of wasting also coincides with a high prevalence of stunting in children under 5. “This further inhibits their physical and cognitive development, while the concurrent manifestation of wasting and stunting in the same child also increases the risk of mortality”¹⁷. According to UNICEF data, in 2021 prevalence of stunting was equal or exceeding the high threshold of 20 percent¹⁸ in Burkina Faso, Mali, Chad and Niger. Latest data available

¹² NCCs and Global Nutrition Cluster (GNC) partners call on the new child malnutrition prevalence thresholds and implications for the GNC collective. 2019. <https://www.nutritioncluster.net/sites/nutritioncluster.com/files/2020-01/2019-01-16-GNC-call-on-new-thresholds-and-implications.pdf>

¹³ In many areas of these countries (Menaka Region of Mali, South Mauritania, Diffa Region of Niger, and East/West Chad), GAM rates exceed the emergency threshold of 15%.

¹⁴ Burkina Faso, Mali, Mauritania, Senegal, Niger, Nigeria

¹⁵ UNICEF.2022. Food Security and Nutrition. Regional Hotspot Analysis

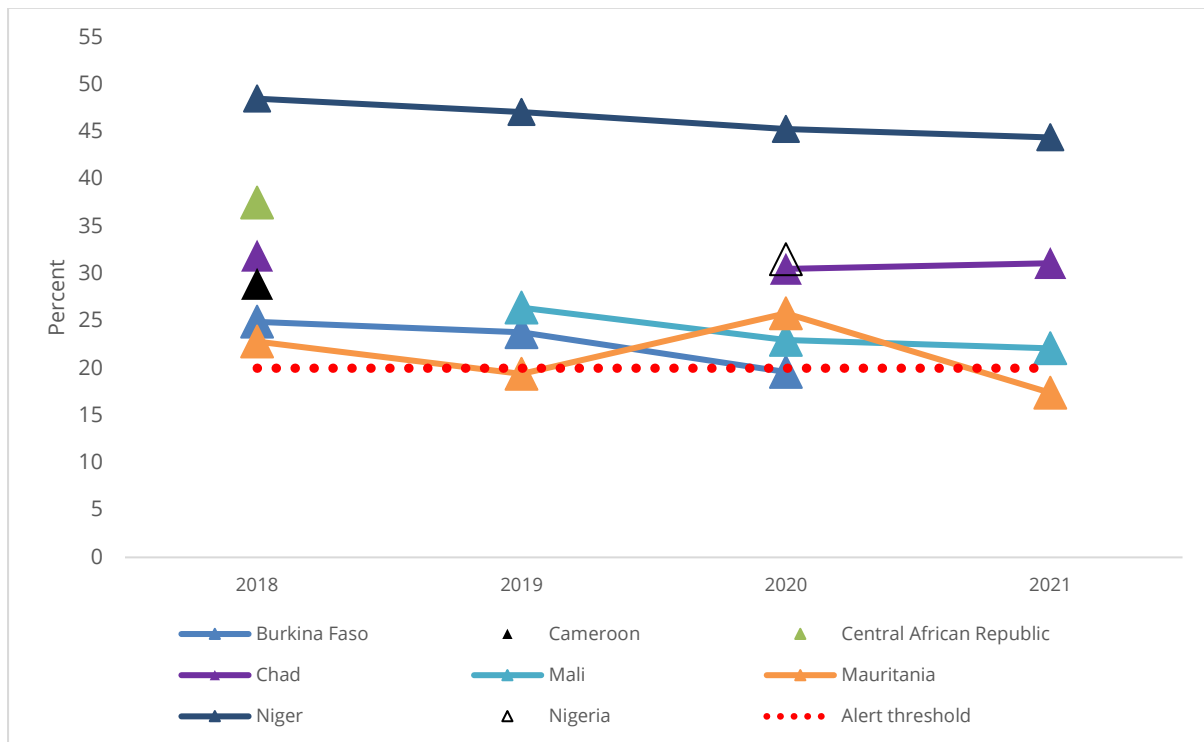
¹⁶ Data for Cameroon and C.A.R not reported since 2018.

¹⁷ ibidem

¹⁸ NCCs and Global Nutrition Cluster (GNC) partners call on the new child malnutrition prevalence thresholds and implications for the GNC collective. 2019. <https://www.nutritioncluster.net/sites/nutritioncluster.com/files/2020-01/2019-01-16-GNC-call-on-new-thresholds-and-implications.pdf>

for Nigeria report a prevalence of stunting of 31.5 percent in 2020. Mauritania is the only country that saw a significant decrease in percentage of children under 5 with stunting, going from 25.8 percent in 2020 to 17.4 percent in 2021, which however remains high.¹⁹ (see [figure 5](#))

Figure 5: Prevalence of stunting in children under 5 years of age (percent)²⁰



Source: UNICEF- [Data Warehouse](#)- data extracted in October 2022

Insecurity

- Over the past four years, insecurity has become the main driver of food insecurity. According to data collected by the Armed Conflict Location & Event Data Project (ACLED), more than 25,000 people lost their lives in over 11,400 violent events in 2021 in West and Central Africa (66 percent increase compared to 2018).²¹ Conflicts have been largely driven by non-state armed groups and other transnational organized criminal groups, notably in Nigeria, Burkina Faso, Niger and Mali. Spill-over effects of the crisis on neighboring West African littoral states such as Benin, Ivory Coast, Ghana and Togo also took on even greater proportions. Burkina Faso has recently become the epicentre of regional conflicts, with the number of organized political violence events in 2021 doubling compared to 2020. In 2021, Niger experienced the highest number of civilian fatalities in the country since 2014.²² Mali has been experiencing a security crisis due to conflicts between armed groups and inter- and intra-community tensions in the north since 2012, which spread to the centre of the country in 2018 and gradually to other regions.²³
- Vulnerable people in Cameroon continue to be affected by increased instability and violence in the Far-North region and conflict in North-West and South-West regions.²⁴ Since the December 2020 presidential

¹⁹ *ibidem*

²⁰ Data for Chad and C.A.R. not reported since 2018.

²¹ <https://acleddata.com/dashboard/#/dashboard>.

²² Armed Conflict Location & Event Data Project (ACLED), Ten Conflicts to Worry About I 2022

²³ WFP. Summary Note: Cropland change analysis in hard-to-access areas due to insecurity in 2021 in Mali.

²⁴ WFP. Cameroon Annual Country Report 2021.

elections, the security situation in the Central African Republic has undergone significant changes, with increased violent attacks and high access constraints in several regions.²⁵

13. The northeast of Nigeria has been the scene of armed conflicts and instability since 2009, with effects spilling across the Lake Chad region. Northwest Nigeria and the Middle Belt have also experienced increased violence between herders and farmers in the last few years, as well as increasing organized criminality.²⁶
14. Chad has been affected by the consequences of the multiple crisis in neighboring countries, notably Sudan, C.A.R and Nigeria, resulting in population movements and refugee influxes which causes among other pressure on natural resources. The Lake region and southern Chad have witnessed clashes between armed groups and Chadian government forces.²⁷ Intercommunal conflicts were also reported in its southern (with C.A.R) and eastern (with Sudan) borders.²⁸

Population displacement

15. Growing insecurity triggers vast movement of population across the region. According to the United Nations High Commissioner for Refugees (UNHCR), the Sahel is facing one of the fastest growing displacement crises, with millions of people forced to flee within their countries or across borders in the region. In the eight countries of interest, internally displaced persons (IDPs) amount to more than 7.8 million, while refugee population is 1.6 million²⁹ (see [Table 1](#)).
16. Chad hosts the highest number of the refugees in the Sahel (568,919 people), followed by Cameroon (485,887 people). However, with regards to IDPs, Nigeria by far has the largest internally displaced population (3.2 million IDPs) followed by Burkina Faso (1.9 million IDPs). Due to its geographical position, Mauritania has become an important transit site for migratory movements and assistance to refugees remains one of the major challenges. The country hosts over 92,000 refugees, mainly from Mali. See [Table 1](#) below.

Table 1: IDPs and Refugees in the Sahel

Country	IDPs	Refugees
Burkina Faso	1,902,150	27,616
C.A.R.	647,883	11,083
Cameroon	975,786	485,887
Chad	381,289	568,919
Mali	396,904	56,261
Mauritania	0	92,020
Niger	347,648	294,467
Nigeria	3,167,581	87,784

²⁵ WFP. C.A.R Annual Country Report 2021.

²⁶ Crisis Group. Violence in Nigeria's Northwest: Rolling Back the Mayhem

²⁷

Institute for Peace & Security Studies (IPSS), Chad Conflict Insights, April 2021.

²⁸ ibidem

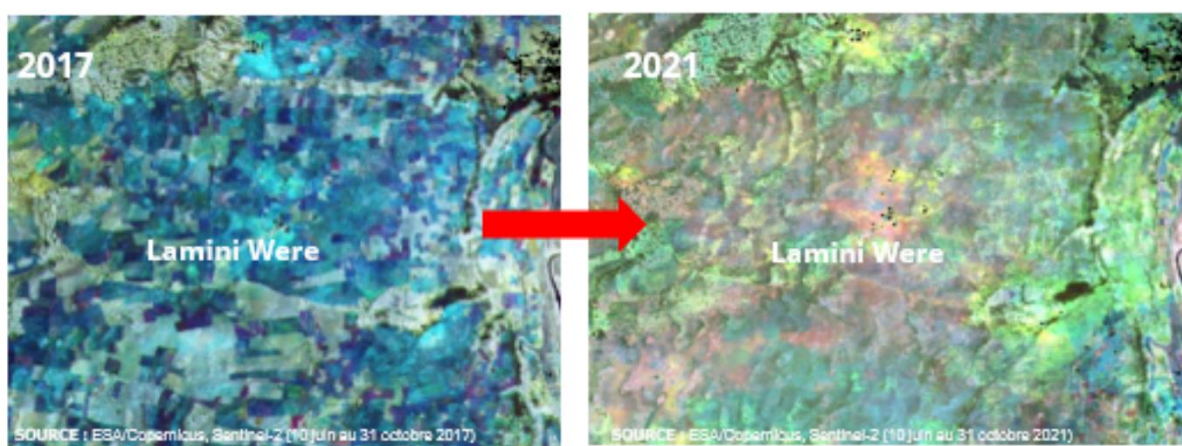
²⁹ <https://www.unhcr.org/sahel-emergency.html>

Total	7,819,241	1,567,776
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Source: UNHCR- data extracted in September 2022

17. Furthermore, the presence of armed groups affects populations' ability to access and cultivate their lands. Analyses of high-resolution satellite imagery conducted by WFP highlight how agricultural land in hard-to-reach areas have reduced in recent years, particularly in conflict hotspots such as the Central Sahel (Burkina Faso, Mali and Niger). [Figure 6](#) below shows how insecurity led to an almost total loss of cultivated land in the surroundings of Ségou in Mali in 2021 (right), while crops are clearly visible in the 2017 image (left). This is particularly concerning considering that some of the affected areas are potentially zones of high production, which in stable periods could supply national and regional markets.³⁰

Figure 6: Change in Cropland due to insecurity (Mali, 2017 and 2021)



Source: WFP, Cropland change analysis in hard-to-access areas due to insecurity in 2021 in Mali

Climate change and agriculture

18. Another key driver of the crisis in the Sahel is climate change. In the region, temperatures are rising 1.5 times faster than in the rest of the world. Droughts are becoming more and more intense. At the same time, climate change is also causing frequent flash flood episodes especially in Mali and Niger in 2019.³¹

19. The 2021's rainy season has been particularly irregular, with rainfall deficit comparable to those recorded in severe droughts of 1983 and 2011 and long dry spells that occurred at a critical stage of crop development.³² As a result, in 2021 crop and pasture production has been severely affected in several countries. For instance, in Chad, farmers lost 47 percent of their cereal production in the Sahel West regions. In Niger and Burkina Faso, respectively 38 percent and 10 percent of the total cereal production were lost³³. The Notre Dame Global Adaptation initiative index (2019)³⁴ classifies Chad and C.A.R as the most vulnerable countries in the world; Niger is in the top 10 most vulnerable, Mali in the top 15.³⁵

Economy, poverty and fiscal situation

20. Moreover, national economies in the region have been dramatically affected by the COVID-19 pandemic. According to the International Monetary Fund (IMF), West Africa's real Gross Domestic Product (GDP) growth fell to 0.7 percent in 2020, from +3.5 percent in 2019, due to the COVID-19 pandemic.

³⁰ WFP. Towards a Food Crises in the Sahel, March 2022.

³¹ Relief Web. The Sahel in the midst of climate change. March 2020

³² Food Security and Nutrition Working Group (FSNWG). Sahel and West Africa: unprecedented food and nutrition insecurity, April 2022

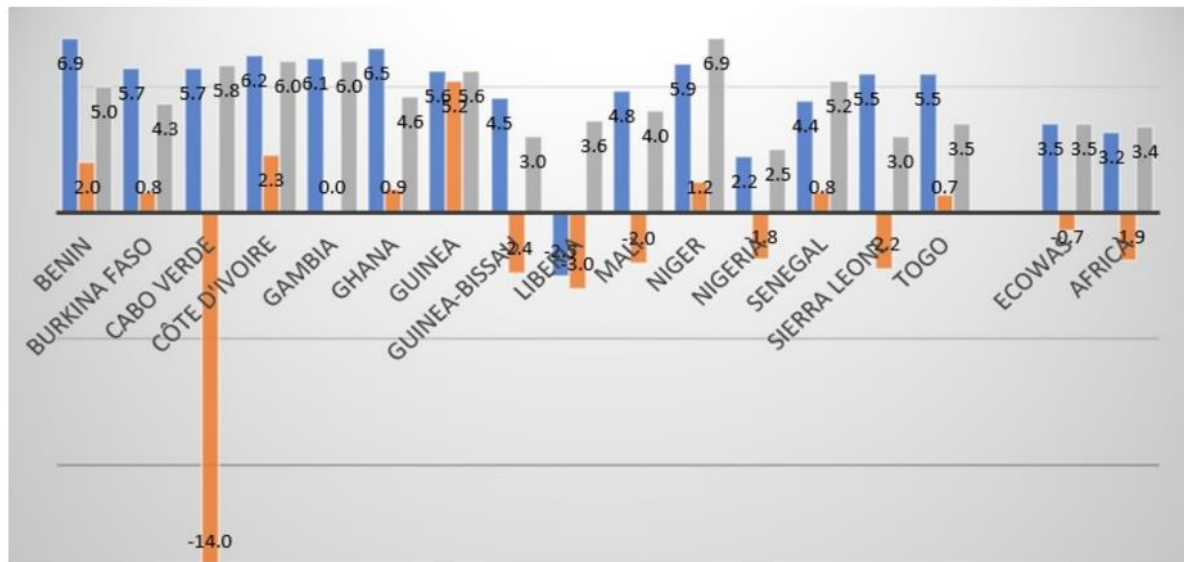
³³ [WFP. 2022. Food Security highlights. West Africa issue 3.](#)

³⁴ <https://gain.nd.edu/about/>

³⁵ [Rankings // Notre Dame Global Adaptation Initiative // University of Notre Dame \(nd.edu\)](#)

Nigeria (-1.8 percent) and Mali (-2 percent) were among those countries that suffered the most in 2020 (see [Figure 7](#)).³⁶ The impact of the COVID-19 pandemic was also evident in 2021, with countries across the region experiencing a continued decline in monetary exchanges, the closure of the borders, loss of income-generating activities, disruption to cross border trade, as well as the rise in international commodity prices and freight costs³⁷.

Figure 7: Economic growth in West Africa (2019-2021)



Source: ECOWAS, WFP and UNECA. Monitoring report on the impacts of COVID-19 in West Africa. August 2021

21. As a result of some measures adopted to mitigate the effects of the pandemic (e.g., additional stimulus spending), insufficient revenue, a shrinking tax base due to economic contraction, most of the countries in the region are facing a large fiscal deficit and public debt. With regards to the eight countries of interest, Burkina Faso, Mali, Niger and Nigeria are classified as “moderate distress”, while Mauritania, C.A.R., Chad and Cameroon as “high distress”.³⁸
22. The increase in debt levels limited the fiscal space available for most countries, hindering countries capacities to deliver social services. A joint study undertaken by ECOWAS, WFP and UNECA on the impacts of the COVID-19 pandemic in West Africa indicates that extreme poverty has increased by 3 percent between 2020 and 2021.³⁹
23. Linked to the COVID-19 pandemic, supply chain disruption, lower domestic production, local currencies fluctuation against the US dollar (USD) in some countries as well as price increase in international markets, the region is also facing a food price crisis. Throughout most of the region, cereal prices are more than 50 percent above the 2018–2022-year average, with Mauritania, Mali, Burkina Faso, Niger, Chad and Nigeria being among the most affected countries.⁴⁰
24. The crisis in Ukraine is further aggravating the already concerning trend of prices. Western African countries rely heavily on import food and fertilizers from the Black Sea region including Russia and Ukraine. According to the United Nation’s Food and Agriculture Organization (FAO), 30 percent of the wheat consumed in Africa comes from Ukraine and Russia. Among the largest wheat importers are Mauritania, Nigeria, Cameroon, and Mali.⁴¹ The annual inflation rate of the Economic Community of West

³⁶ ECOWAS, WFP, and UNECA. Monitoring report on the impacts of COVID-19 in West Africa. August 2021

³⁷ WFP.2022. WFP Western Africa: 2021 Achievements.

³⁸ UNECA. Building Forward for an African Green Recovery. May 2021

³⁹ ECOWAS, WFP, and UNECA. Monitoring report on the impacts of COVID-19 in West Africa. August 2021

⁴⁰ Food Security and Nutrition Working Group (FSNWG). Sahel and West Africa: unprecedented food and nutrition insecurity, April 2022

⁴¹ WFP, Regional Bureau Dakar. Food Security Implications of the Ukrainian Crisis on the Western Africa Region, March 2022.

African States (ECOWAS) was projected to reach an average of 9.5 percent in 2021.⁴² As previously mentioned, countries in West Africa are already facing a debt crisis and do not have sufficient financial resources to absorb new shocks, which will further reduce the already narrow fiscal space many African governments are facing since the COVID-19 pandemic.⁴³

2 Reasons for the evaluation

2.1 RATIONALE

25. Several elements provide the rationale for a regional evaluation of WFP's response to the protracted crisis in the Sahel and other countries in Western Africa:
- In line with the commitments of the 2022 WFP Evaluation Policy, all crises classified as operations of corporate scale-up and corporate attention will be subject to evaluation through OEV-commissioned Corporate emergency response evaluations (CEEs) or Country Strategic Plan evaluations (CSPEs) or Inter-agency humanitarian evaluations (IAHEs).
 - While the eight CSPs have already undergone or will undergo a CSPE to inform the design of the subsequent country portfolios, this regional evaluation provides an opportunity to synthesize the evidence generated through a range of evaluations and other studies, bring a wider perspective on regional strategic issues and facilitate learning across countries.
 - The evaluation will also be relevant corporately as it will cover WFP corporate support mechanisms and organizational structures to support emergency response.

2.2 OBJECTIVES

26. This evaluation will serve the dual objectives of accountability and learning, with a particular emphasis on learning, given that all country offices covered have also been or will be subject to a country strategic plan evaluation which fulfils WFP accountability requirements at the country level. By drawing lessons and, as feasible, deriving good practices, this evaluation will contribute to a greater understanding of WFP's emergency response capacity in the specific context of the Sahel region and other countries in Western Africa as well as contribute to stronger capacities at country, regional and headquarter levels.
27. More specifically, the evaluation will inform WFP programmatic offer in the Sahel and Western Africa, notably the formulation and implementation of WFP's approach to the humanitarian-development-peace nexus, WFP's efforts to reinforcing local, national and regional food systems, WFP climate adaptation programming as well as WFP future approach in relation to the lean season response (including a planned shift from direct delivery to national led and system-based responses through national social protection schemes).

2.3 STAKEHOLDER ANALYSIS

28. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional, and corporate learning. A matrix of stakeholders with their respective interests and roles in the CEE is attached in [Annex 4](#).
29. Internal primary stakeholders of this CEE are the eight WFP Country Offices in Burkina Faso, Cameroon, C.A.R., Chad, Mali, Mauritania, Niger and Nigeria, RBD Regional Bureau in Dakar, selected WFP HQ Divisions and technical units, including among others the Programme, Humanitarian and Development Division (PRO), the Emergency Operations Division (EME) and the Cash-Based Transfers Division (CBT), the Nutrition Division (NUT), the Gender Office (GEN), the School-Based Programme Division (SBP), the

⁴² Ndiaye, A. (2021). Exchange Rates and Inflation Rates Convergence in ECOWAS. *Modern Economy*, 12, 1726-1747. https://www.scirp.org/pdf/me_2021120209544819.pdf

⁴³ WFP, Regional Bureau Dakar. Food Security Implications of the Ukrainian Crisis on the Western Africa Region, March 2022.

Supply Chain Division (SCO) and the Human Resources Division (HR). External primary stakeholders include direct beneficiaries, Governments of the concerned countries at national, sub-national and local levels, donors, the UN country team as well as UN and Non-Governmental Organization (NGO) partners. Secondary stakeholders are the WFP Executive Board, regional institutions, private sector partners, research institutions, academia and civil society, and indirect beneficiaries.

30. The evaluation team will further identify their interests in the evaluation during Phase I; seek their views and reflections on WFP's response to the protracted crisis in the selected countries. The evaluation results will be shared and discussed with them during the reporting and dissemination phase.
31. A selection of WFP staff will be part of an Internal Reference Group (IRG) or a Technical Task Force which will provide inputs on learning needs and the evaluation process during the preparation and inception phases and facilitate access to information and take part in reflections during the data collection phase. The IRG will also review key evaluation deliverables and provide comments as needed. [Annex 11](#) presents the roles and proposed composition of both the high-level IRG and Technical Task Force which will be agreed upon with the concerned HQ Divisions, RBD and the COs.
32. The CEE will seek to engage with WFP target population groups, household members, community-based organizations, teachers, etc. to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of diverse groups, men, women, boys and girls, people with disabilities and other potentially marginalized population groups.
33. WFP is a member of the UN Country Team (UNCT) and Humanitarian Country Team (HCT) and works closely with other United Nations and humanitarian actors in each of the eight countries under this evaluation. WFP collaborates with UN agencies operating in the countries covered by this evaluation inter alia with the UNICEF, the UN's Food and Agriculture Organization (FAO), the United Nations Population Fund (UNFPA), the International Organisation for Migration (IOM), the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC) WFP also collaborates with a wide range of cooperating partners to facilitate the implementation of its activities. These are primarily international and national NGOs, WFP has also been collaborating with the private sector in several areas ranging from telecommunications services, to programme implementation and monitoring (see [Annex 4](#) for more details).
34. More detailed information on the stakeholders and users of the evaluation with their respective potential interests and roles in the CEE can be found in [Annex 4](#).

3 Subject of the evaluation

3.1 SUBJECT OF THE EVALUATION

Overview of WFP interventions in the eight countries of interest

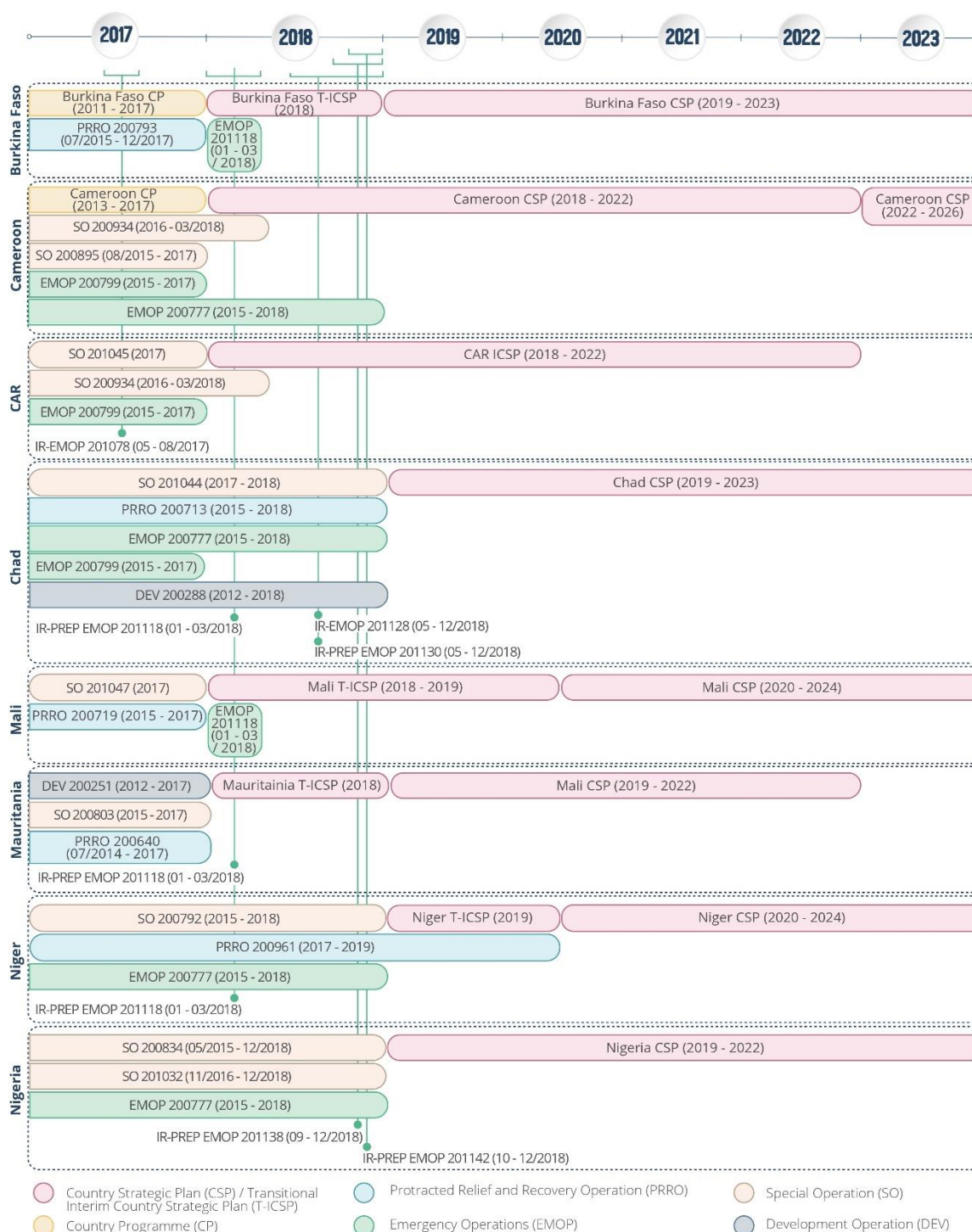
35. WFP has been implementing programmes in the region since the late sixties, with a focus on reducing malnutrition and food insecurity, while at the same time encouraging enrolment in education and enhancing farmers' resilience to natural disasters and market fluctuations.
36. Until 2017, WFP operated through a combination of country programmes, development projects, protracted relief and recovery operation (PRROs) and emergency operations (EMOPs) of varying durations ranging from three months to five years. In addition, special operations, allowed for interventions undertaken to i) rehabilitate and enhance transport and logistics infrastructure to permit timely and efficient delivery of food assistance, especially to meet emergency and protracted relief needs, and ii) Enhance coordination within the United Nations System and with other partners through the

provision of designated common services. In some instances, WFP also operated through Trust Funds⁴⁴ and bilateral agreements.

37. With the approval of WFP's Policy on Country Strategic Plans (CSP) in November 2016, WFP gradually shifted to a country portfolio approach. CSPs and Interim CSPs (ICSPs) aim at enabling WFP to respond effectively and efficiently to emergencies by embedding the emergency response operation within an integrated WFP country framework. The expected result is for WFP to ensure effective integration and coherence of its activities in country and a realistic transition plan and exit strategy. [Figure 8](#) below outlines WFP past operations and ongoing ICSPs and CSPs in the eight countries of interest. WFP interventions in Western Africa have regularly been evaluated or audited. Details on available WFP evaluation evidence are presented in section 4.2 ([Table 6](#) and [Figure 22](#)).

⁴⁴ Defined as “an identifiable subdivision of the WFP Fund, established by the Executive Director in order to account for a special contribution, the purpose, scope and reporting procedures of which have been agreed with the donor.” Source: [OED 2016/006 ED Circular on the Approval and Management of Trust Funds](#)

Figure 8: Overview of WFP interventions (2017-2023)



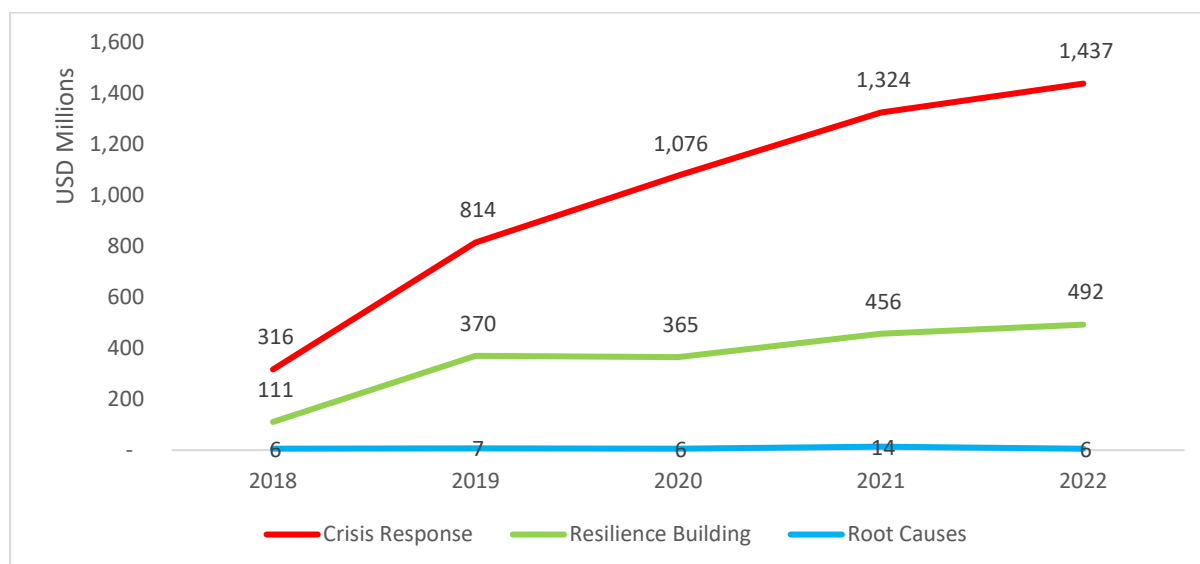
Source: compiled by OEV

WFP overall programmatic response and operational requirements

38. If we consider the CSPs of the eight countries of interest cumulatively since 2018, WFP total operational requirements (or needs-based plan (NBP)) for the period 2018-2022 amount to USD 7.5 billion (89 percent of total RBD Programme of Work and 11 percent of WFP global Programme of work). The Crisis Response focus area accounts for 66 percent of the needs, followed by Resilience Building (23.8 percent)

and Root Causes (0.5 percent).⁴⁵ In the last four years and nine months, needs have increased by 341 percent in total. Crisis Response and Resilience Building requirements are today almost four times higher than in 2018 (+354 percent and +345 percent respectively). Conversely, Root Causes requirements decreased by around 10 percent (see [Figure 9](#)).⁴⁶

Figure 9: WFP Operational Requirements by focus area in the eight countries of interest (2018-2022)



Source: WFP [EV_Resources Overview](#) Report, data extracted in September 2022

Please note that Chad, Nigeria and Niger are not included in 2018 as their CSPs started in 2019⁴⁷

39. These figures can be explained by the growing humanitarian needs and WFP's commitment to save lives in emergencies. Under its life-saving humanitarian interventions, WFP has been providing unconditional food and cash-based assistance to shock-affected populations including IDPs, refugees, host communities. During the lean season, WFP has also been assisting acutely food insecure households. Where appropriate, WFP has been providing emergency school feeding to respond to humanitarian crisis.
40. In response to the significant deterioration in the nutrition situation, WFP has been providing specialized nutritious foods (SNF) to prevent and treat malnutrition among pregnant and lactating women, adolescent girls and young children in collaboration with key partners. The Last Mile Project implemented in Niger and Chad enables the identification of bottlenecks and solutions to minimize pipeline breaks and optimize the distributions of SNF expanding their coverage. As part of an integrated package of activities, nutrition and resilience programming are working in a complementary way, using mutually reinforcing programmatic approaches through a combination of Food Assistance for Assets (FFA), Nutrition, School Feeding, Capacity Strengthening and Seasonal support is implemented across the region and at scale.
41. At the same time, WFP has been emphasizing the fact that "the need for life-saving interventions will persist unless lives are changed by building resilience and addressing the root causes of hunger and malnutrition."⁴⁸ Hence, where possible, WFP has been integrating its own emergency response within national social protection schemes while at the same time supporting national partners in their efforts to build and strengthen shock-responsive and nutrition-sensitive social protection systems. WFP also aims to make nutritious food more affordable by strengthening the production of nutritious food at

⁴⁵ The remaining 9.6 percent of needs are represented mainly by ISC and DSC

⁴⁶ WFP [EV_Resources Overview](#) Report, data extracted in September 2022

⁴⁷ Overall operational requirements for Chad, Niger and Nigeria COs in 2018 amounted to 372 million USD (source: Factory- [Country, Project historical](#)). As they were not distributed by focus area, they are not reflected in the graph for the year 2018.

⁴⁸ WFP Management Plan (2022-2024), November 2021.

community level as well as assessing opportunities for supporting large-scale food fortification of staple foods at national level and supporting the production of complementary foods to cover the needs of women, adolescent girls and young children. CRIALCES (*Réponse à la crise Alimentaire au Centre Sahel*) an innovation approach to improving nutrition is being implemented in Central Sahel, by strengthening national food systems by improving the nutritional status of women and children in the targeted areas, while reversing negative trends with regards to economic and job opportunities.⁴⁹

42. As part of its efforts to emphasize the importance of resilience-building and addressing structural vulnerabilities while meeting people's acute food security and nutrition needs, WFP launched in 2018 an innovative integrated programme across the G5 Sahel countries (Burkina Faso, Chad, Mali, Mauritania and Niger) to strengthen resilience at individual and household levels but also at community and ecosystem, as well as national systems levels. It consists in delivering an integrated package of activities - combining Food Assistance for Assets (FFA), school feeding, cash grants for schoolgirls, nutrition, capacity strengthening and seasonal support - in the same communities, targeting the same vulnerable households over a sustained period. The programme is implemented in coordination with governments, UN partners, NGOs, research centres and working closely with communities in the G5 Sahel countries. This integrated programme is reportedly leading to increased resilience with the food security of beneficiaries in assisted areas becoming comparatively more stable and less impacted by external shocks and seasonal variability. Resilience-building initiatives in the region are supported among others, by Canada, France, Germany, Norway and the United States of America.
43. WFP has been also putting more emphasis on a range of **anticipatory actions**, including forecast-based financing mechanisms to provide greater protection against drought to farmers, reduce the risk of adopting negative coping strategies and enabling a faster, cheaper and more dignified humanitarian response. For instance, WFP has been subscribing to the African Risk Capacity (ARC) Replica micro-insurance programme in Burkina Faso, Mali and Mauritania. WFP has also been supporting national early warning systems.

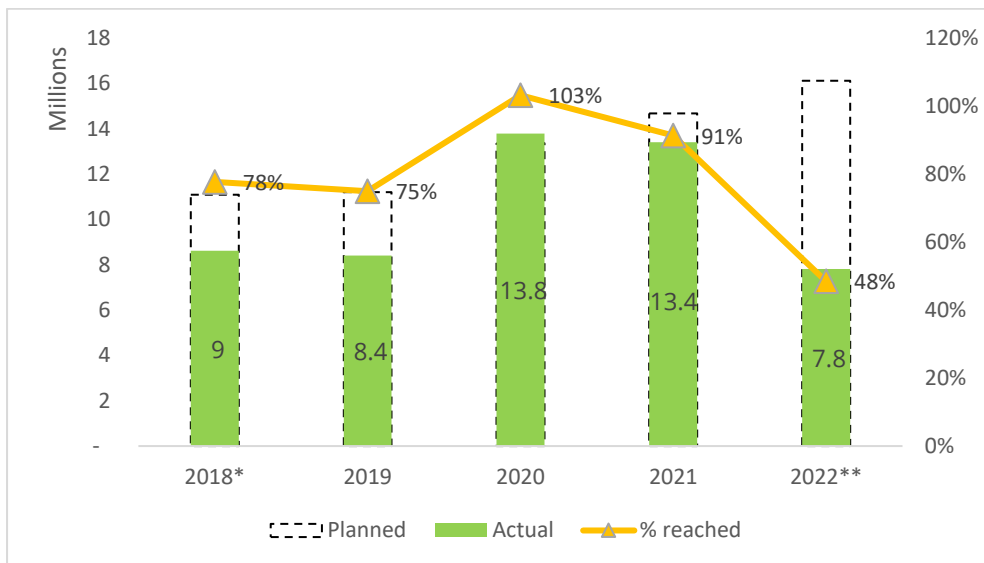
Beneficiaries and in-kind food and cash-based transfers

44. The cumulative number of planned beneficiaries in the eight countries of interest has gradually increased, going from 11.1 million in 2018 to 11.1 million in 2018 to 16.1 million in 2022. WFP managed to reach more people than planned in 2020 and more than 90 percent of target population in 2021 (see [Figure 10](#)) . Beneficiaries by country are shown in [Table 2](#) and [Figure 11](#)). However, an analysis of food and CBT distributions highlights that, in the same two years, target quantities were met by only 55-65 percent in the case of food transfer and by 45-60 percent in the case of CBT (see [Figure 12](#))⁵⁰ .

⁴⁹ WFP. [Food Systems in Crises – CRIALCES project factsheet](#), August 2022.

⁵⁰ Preliminary consultations with the Regional Bureau have identified funding shortfalls as the main cause of the low target achievements in both CBT and food distributions.

Figure 10: Planned vs. actual beneficiaries by year in the eight countries of interest (2018-2022⁵¹)



*2018 data for Chad, Nigeria and Niger refer to DEV 200288, EMOPs 201128 and 200777, PRROs 200961 and 200713,

**January-June 2022

Source: WFP COMET, CM-R001b and MODA for 2022 actual data

⁵¹ 2022 actual beneficiaries refer to January-June period

Table 2: Planned vs Actual number of beneficiaries by year and country for the eight countries of interest (2018- 2022⁵²)

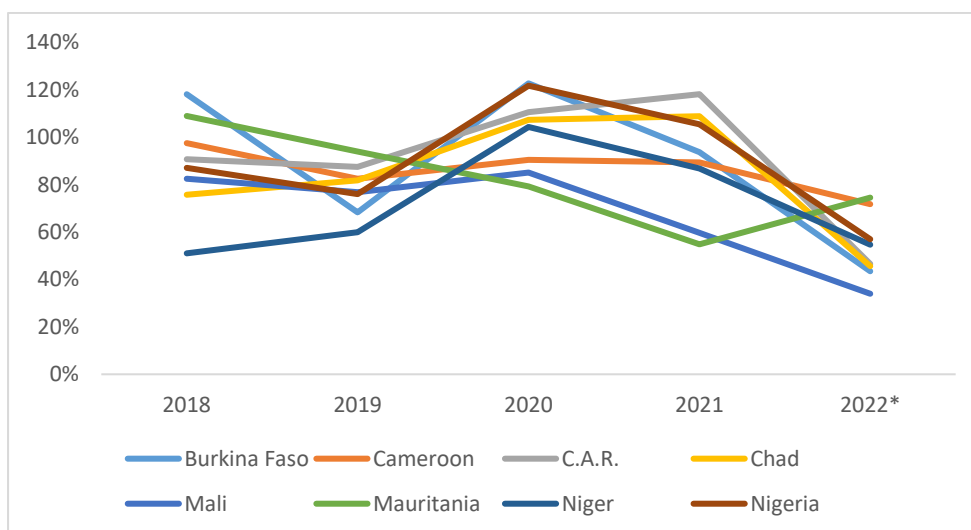
Country	Year	Planned	Actual	Actual vs. Planned
Burkina Faso	2018	752,700	888,856	118%
	2019	1,548,127	1,056,458	68%
	2020	1,647,694	2,021,325	123%
	2021	2,585,685	2,422,228	94%
	2022	2,311,308	1,004,142	43%
Cameroon	2018	624,980	609,197	97%
	2019	990,729	816,783	82%
	2020	1,008,681	912,279	90%
	2021	926,462	827,675	89%
	2022	842,564	604,405	72%
C.A.R.	2018	1,029,880	933,927	91%
	2019	1,363,167	1,192,848	88%
	2020	1,152,103	1,273,429	111%
	2021	1,083,953	1,280,299	118%
	2022	1,522,900	708,742	47%
Chad	2018	2,175,718	1,646,428	76%
	2019	2,011,387	1,645,768	82%
	2020	2,316,391	2,485,857	107%
	2021	2,141,899	2,330,849	109%
	2022	2,143,383	977,436	46%
Mali	2018	1,618,898	1,334,387	82%
	2019	1,341,270	1,030,665	77%
	2020	2,534,088	2,155,660	85%
	2021	2,770,462	1,652,330	60%

⁵² 2022 actual beneficiaries refer to January- June period

	2022	3,337,650	1,133,568	34%
Mauritania	2018	516,171	427,665	83%
	2019	231,097	243,915	106%
	2020	536,498	323,988	60%
	2021	209,831	205,396	98%
	2022	475,433	341,572	72%
Niger	2018	2,877,115	1,466,761	51%
	2019	2,574,859	1,542,421	60%
	2020	2,610,002	2,721,831	104%
	2021	2,874,503	2,493,020	87%
	2022	3,666,444	2,005,980	55%
Nigeria	2018	1,500,000	1,310,833	87%
	2019	1,146,470	871,674	76%
	2020	1,552,175	1,888,879	122%
	2021	2,085,066	2,198,177	105%
	2022	1,821,805	1,037,460	57%

Source: WFP COMET, CM-R001b and MODA for 2022 actual beneficiaries

Figure 11: Planned versus actual beneficiaries by country and year in the eight countries of interest (%) (2018-2022)

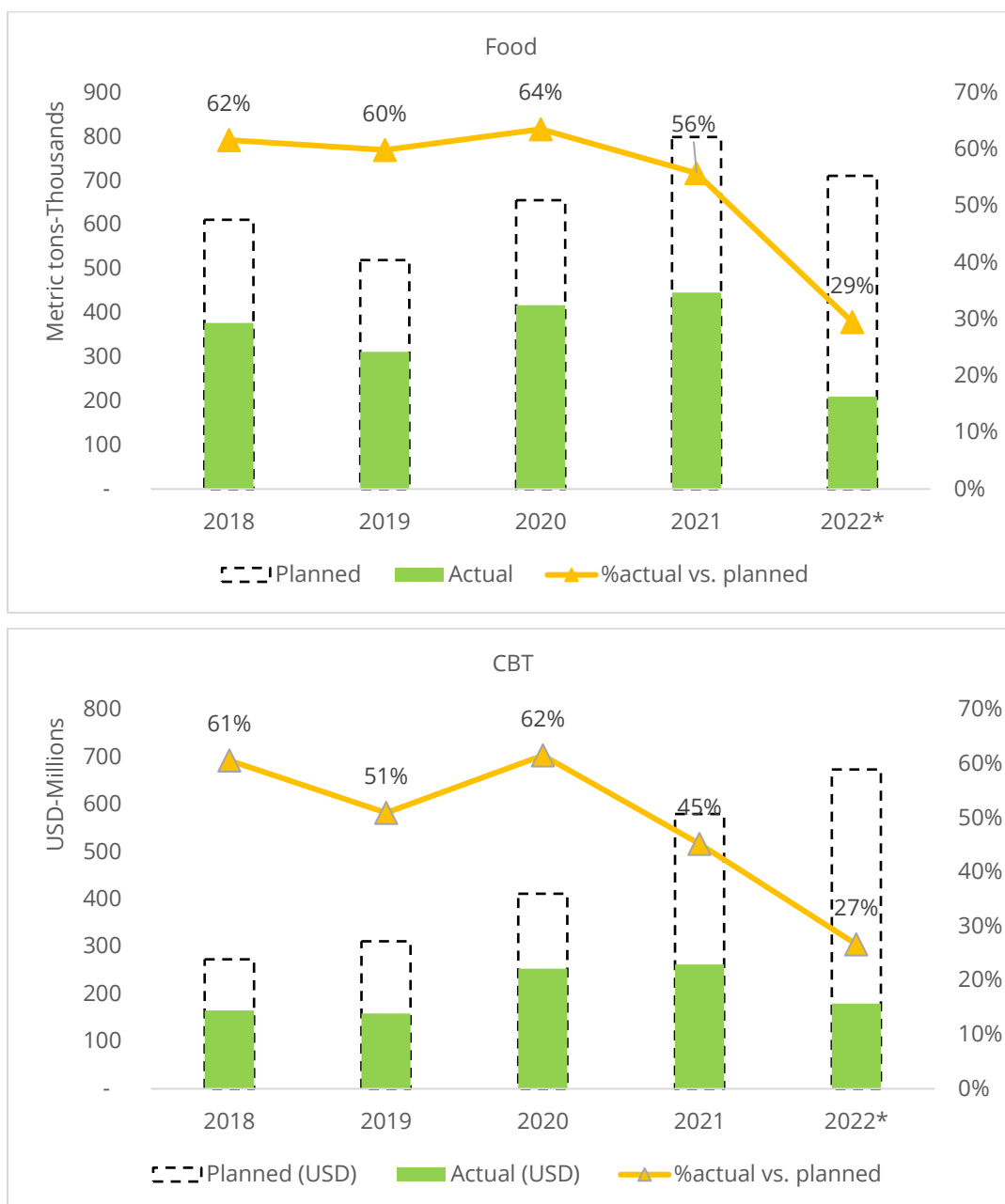


Source: WFP COMET, CM-R001b and MODA for 2022 data

*January-June 2022

45. WFP uses a range of modalities to deliver assistance including in-kind food, cash-based transfers and commodity vouchers. These represent 78 percent⁵³ of total NBP during the period under review (2018-2022). Cash-based transfers have scaled up between 2019 and 2021 and the apparent decrease shown for 2022 in [Figure 12](#) below can be explained by the fact that the data only covers the period January-September 2022.

Figure 12: Planned vs. actual food and CBT distributions in the eight countries of interest (2018- 2022)



Source: WFP COMET, CM R014- 2022 data to be considered preliminary and not officially approved

⁵³ Food transfers account for 42 percent while cash-based transfers & commodity vouchers together for 36 percent of total NBP. Source: IRM analytics, [CPB plan vs actuals report](#)- data extracted in September 2022.

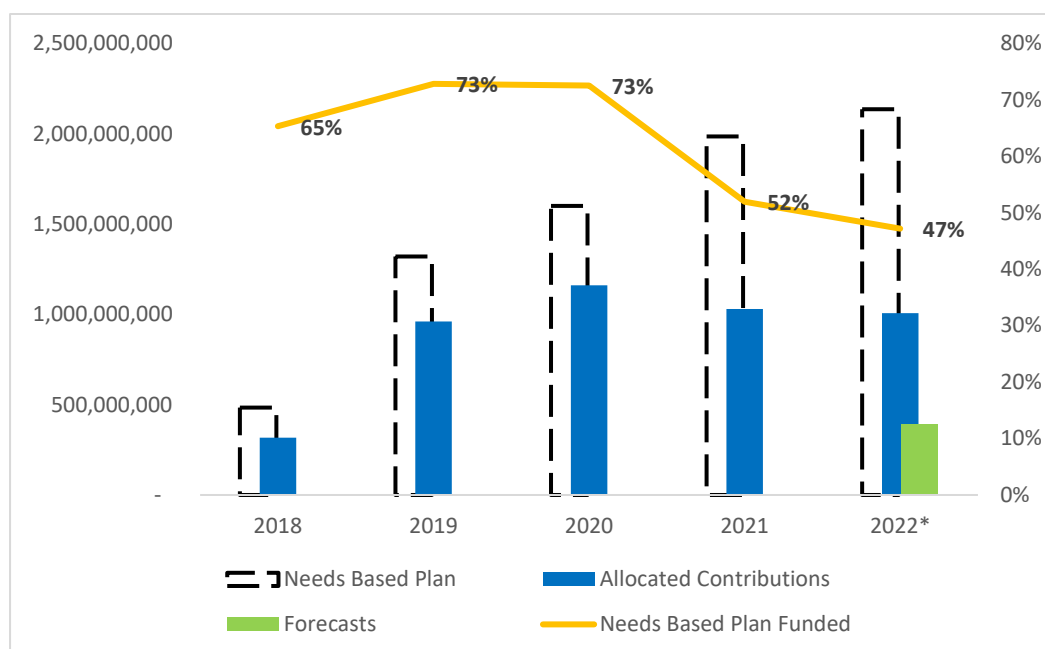
* January-September 2022

46. In addition, WFP supports capacity strengthening and service delivery with the view to enhance the capacity of governments and other humanitarian and development partners. This represents 11 percent of total NBP during the period under review (2018-2022). As part of the common services delivered by WFP, the United Nations Humanitarian Air Services (UNHAS) has been operating at the request of the humanitarian community in all eight countries of interest allowing humanitarian and development partners to operate in hard-to-reach areas. WFP has also been leading the Emergency Telecommunications Cluster and the Logistics Cluster/Sector providing vital communication and logistics services to partners.

Resourcing

47. From 2018 to September 2022, the eight portfolios have been funded at 62 percent cumulatively. Since 2020, there has been a steady decline of the amount of resources mobilized vis-à-vis a steady increase in needs ([Figure 13](#)).

Figure 13: Funding level for the eight countries of interest (2018-2022) (USD)



Source: FACTory, CSP Country/Regional historical report, data extracted on 15 September 2022

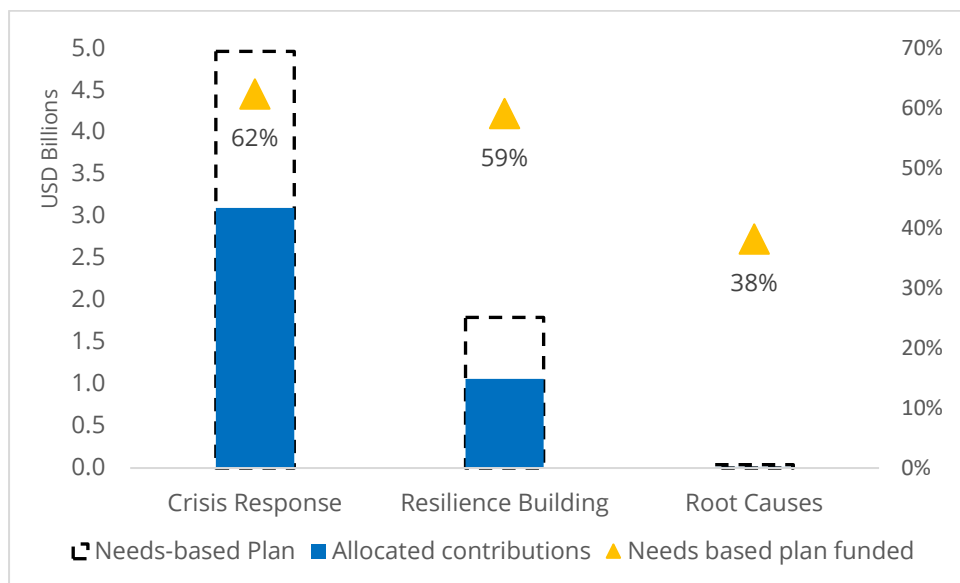
* January-September 2022

48. With regards to resourcing trends by focus area, both Crisis Response and Resilience Building have been funded at around 60 percent (62 and 59 percent respectively), while Root Causes needs have been met by 38 percent only⁵⁴(See [Figure 14](#)). Between 2018 and 2022, WFP spent almost 90 percent of resources allocated to Crisis Response, 75 percent of funding directed to Resilience building and a bit more than half of resources for Root Causes related programming (see [Figure 15](#))⁵⁵.

⁵⁴ WFP [EV Resources Overview](#) Report, data extracted in September 2022

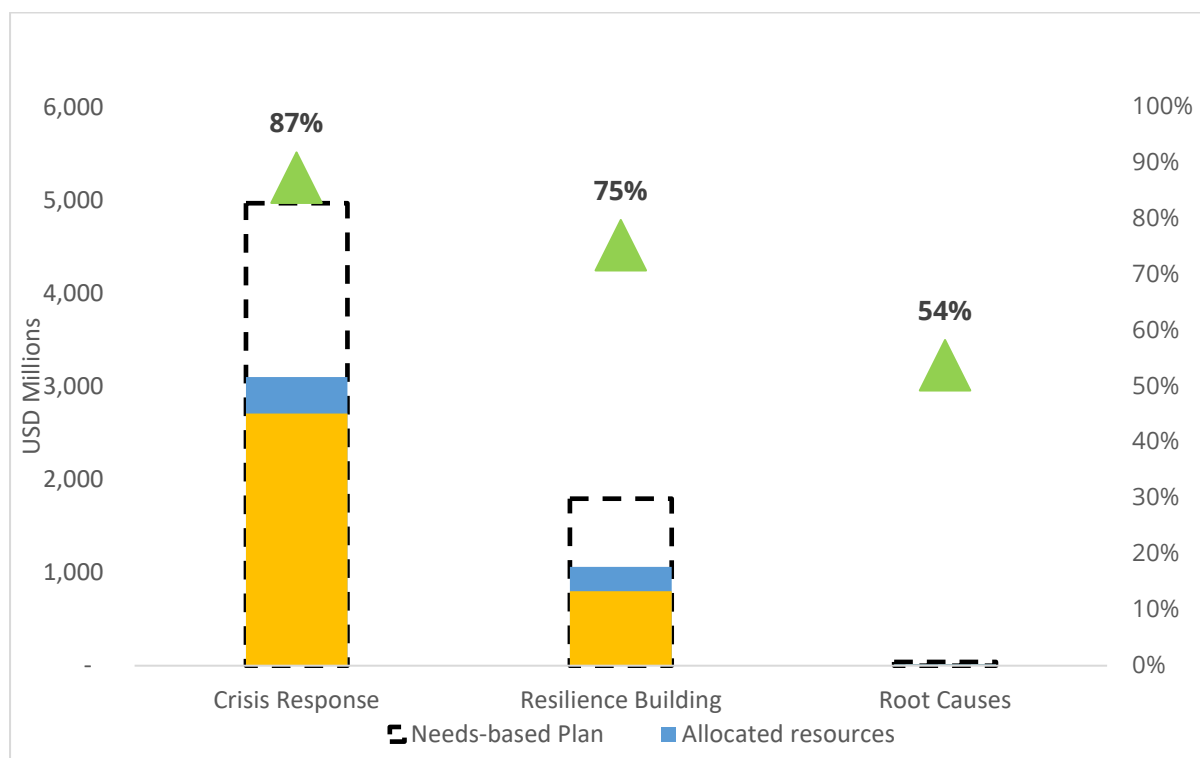
⁵⁵ WFP [EV Resources Overview](#) Report, data extracted in September 2022

Figure 14: Funding level by focus area in the eight countries of interest (2018- 2022) (USD)



Source: WFP [EV_Resources Overview](#) Report, data extracted on 15 September 2022

Figure 15: Expenditure rate by focus area in the eight countries of interest (2018-2022)



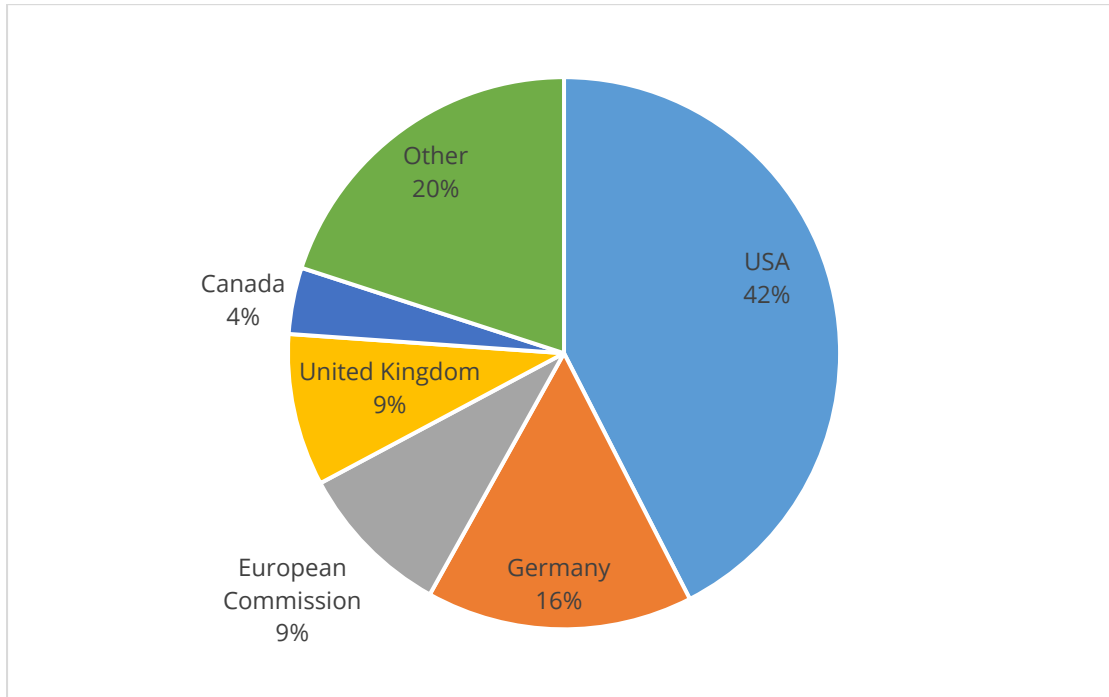
Source: WFP [EV_Resources Overview](#) Report, data extracted on 15 September 2022

49. Top five donors to WFP interventions in the eight countries of interest are USA, which accounts for 42 percent of total allocated contributions⁵⁶, Germany (16 percent), United Kingdom and European Commission (9 percent), followed by Canada (4 percent) (see [Figure 16](#)). Funding flexibility is rather low,

⁵⁶ Allocated contributions indicate the resources that have been allocated for the entire project cycle or CSP. These include multilateral funding, multilateral directed contributions, miscellaneous income, resource transfer, UNCERF funds.

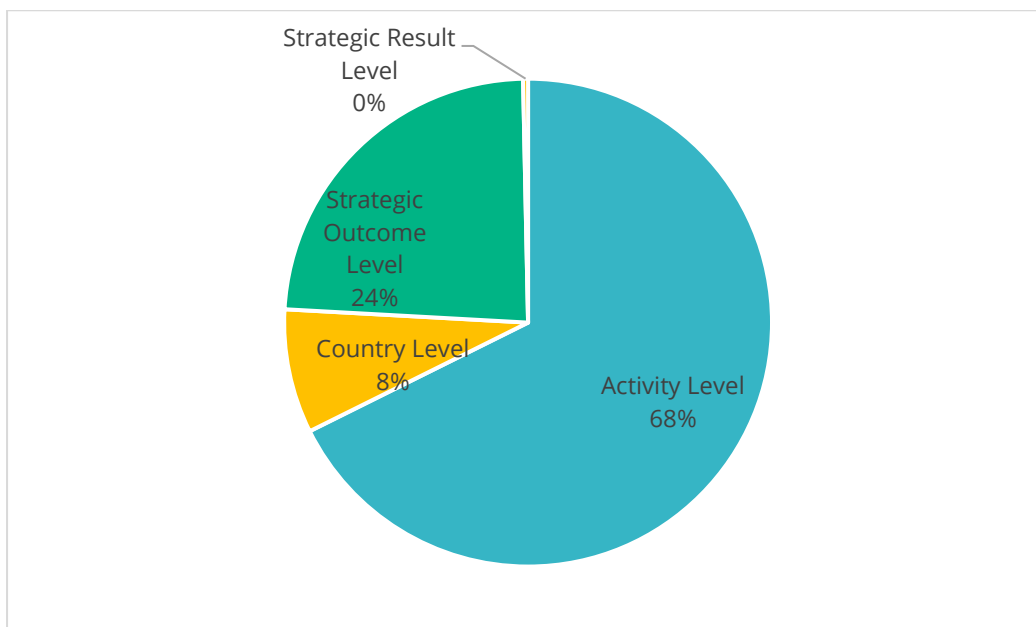
with 68 percent of multilateral directed contributions 57 earmarked at activity level (see [Figure 17](#)). Furthermore, most of donor contributions (61.4 percent) are directed to Crisis Response (see [Figure 18](#)).

Figure 16: Top 5 donors for the eight countries of interest (2018-2022)



Source: FACTory, CSP Resource Situation - (Cumulative allocated contributions), data extracted in September 2022

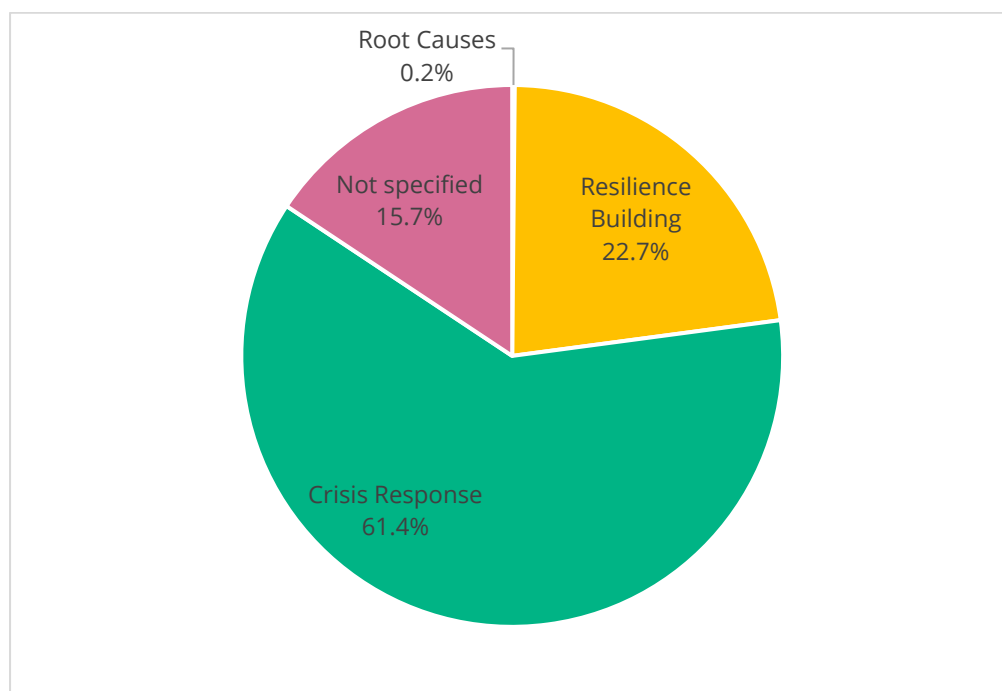
Figure 17: Donor contributions by earmarking level for the eight countries of interest (2018-2022)



Source: FACTory, Weekly Publication Report, data extracted in September 2022

⁵⁷ Donor contributions (also known as “multilateral directed contributions”) are funds, which a donor requests WFP to direct to a specific Country/ies SO/s, or activity/ies.

Figure 18: Donor contributions earmarking by focus area for the eight countries of interest (2018-2022)



Source: FACTory, Weekly Publication Report, data extracted in September 2022

50. From 2018 to June 2022, flexible funding⁵⁸ received by the eight countries of interest amounted to around USD 302 million, corresponding to 19 percent of the total allocations from the Strategic Resource Allocation Committee (SRAC) during the same period. 71 percent of the resources were allocated to Crises Response. C.A.R. country office has received the highest amount of multilateral contributions (USD 62 million), followed by Burkina Faso and Nigeria (USD 53 and 51 million respectively) (see Table 3).

Table 3: Flexible funding allocated to WFP COs in the eight countries of interest (2018-2022) (USD)

Recipient Country	Crisis Response	Resilience Building	Root Causes	Not specified	Grand Total	% over total
Burkina Faso	42,048,877	5,087,667	101,963	6,124,612	53,363,119	18%
Cameroon	14,942,766	12,669,506	172,837	2,579,751	30,364,859	10%
C.A.R.	53,013,052	6,138,605	100,390	3,582,574	62,834,621	21%
Chad	13,164,474	9,631,151	0	1,268,279	24,063,904	8%
Mali	29,036,937	5,998,895	0	1,275,485	36,311,318	12%
Mauritania	11,302,614	1,837,525	0	1,607,838	14,747,976	5%
Niger	15,612,525	11,739,525	0	1,745,915	29,097,965	10%
Nigeria	34,114,546	15,905,049	0	1,124,550	51,144,146	17%

⁵⁸ Flexible funding (also known as “multilateral contributions”) are funds that WFP can allocate to operations applying little or no associated donors’ conditions. The allocation of multilateral contributions is managed by the Strategic Resource Allocation Committee (SRAC)

Recipient Country	Crisis Response	Resilience Building	Root Causes	Not specified	Grand Total	% over total
Grand Total	213,235,792	69,007,921	375,189	19,309,005	301,927,908	100%

Source: WFP Corporate Planning and Performance Division (CPP)- data extracted in September 2022

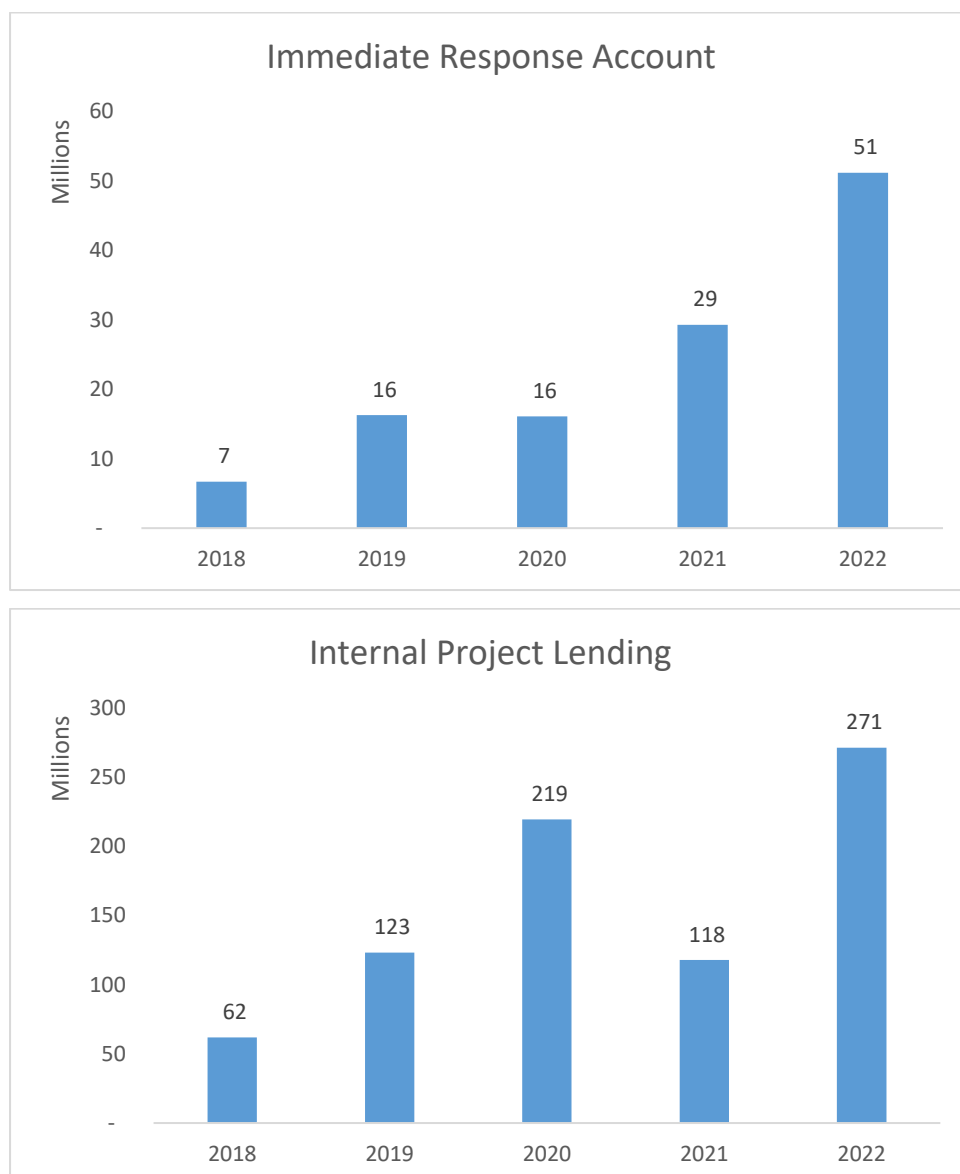
51. Allocations received from advance finance mechanisms have grown significantly since 2018. In particular, resources provided through the Immediate Response Account (IRA) in 2022 alone are almost eight times higher than those disbursed in 2018. Internal Project Lending (IPL) allocations reached a peak this year (USD 271 million). See Table 4 and [Figure 19](#) for more details.

Table 4: Allocations to COs from Advance Finance mechanisms by year in the eight countries of interest (2018-2022)

Country	Advance Type	Allocation	Advance Outstanding Amount
Burkina Faso	IPL	112,018,446	6,308,391
	IRA	23,359,624	6,050,000
Cameroon	IPL	38,391,485	241,173
C.A.R.	IPL	73,322,535	10,258,835
	IRA	14,316,602	7,509,433
Chad	IPL	126,316,432	23,356,189
	IRA	9,389,671	9,389,671
Mali	IPL	85,034,076	2,505,887
	IRA	9,172,636	6,875,853
Mauritania	IPL	40,888,106	4,802,575
	IRA	6,529,516	850,000
Niger	IPL	160,519,880	38,444,401
	IRA	8,920,000	8,920,000
Nigeria	IPL	155,655,511	0
	IRA	46,573,850	22,865,335
Grand Total		910,408,372	148,377,744

Source: WFP Strategic Financing Branch (CPPF)- data extracted in September 2022

Figure 19: Allocations from Advance Finance mechanisms by year (2018-2022)

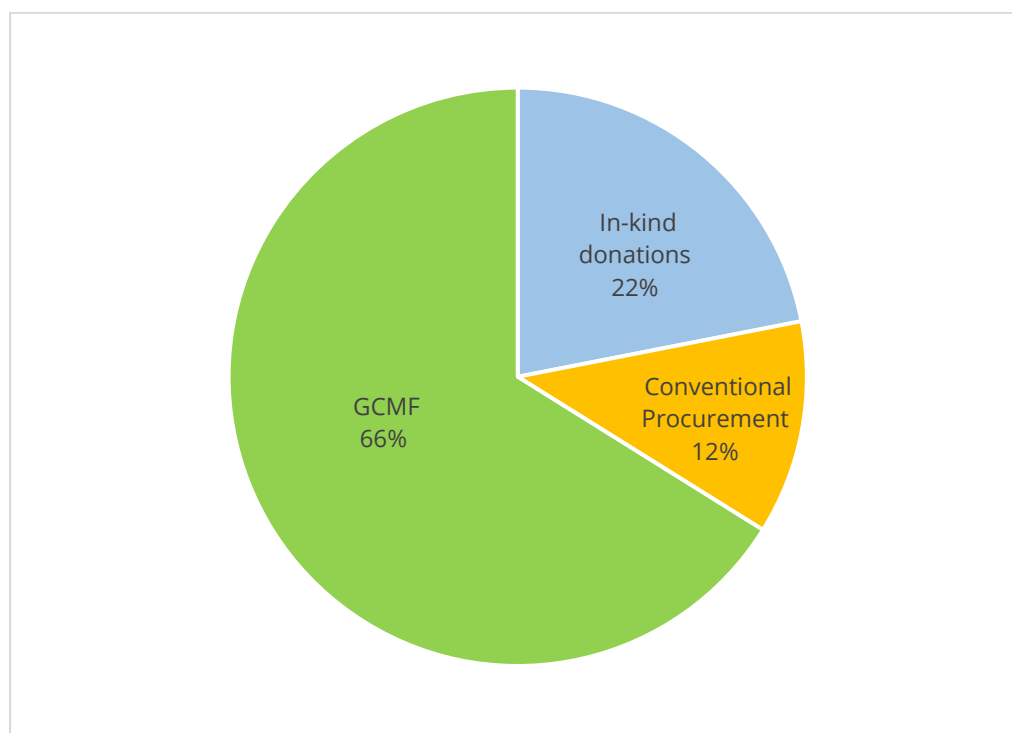


Source: WFP Strategic Financing Branch (CPPF)- data extracted in September 2022

52. Purchases made through the Global Commodity Management Facility (GCMF)⁵⁹ account for 66 percent of total food purchased by the eight countries of interest cumulatively. 22 percent of food was provided by in-kind donations and the remaining 12 percent was purchased through conventional procurement (see [Figure 20](#))

⁵⁹ The GCMF is a strategic financing mechanism through which WFP purchases food commodities in advance of the confirmation of contributions based on the funding projections and historical trends, with the objective of reducing lead times for food deliveries (especially in emergencies), and when feasible, purchasing food when market conditions are most favourable, enabling economies of scale and facilitating local and regional procurement when possible.

Figure 20: WFP food purchases by category for the eight countries of interest (Metric Tons) (2018-2022)



Source: DOTS (dots.wfp.org), Food Purchase Order Items-data extracted in September 2022

3.2 SCOPE OF THE EVALUATION

53. The evaluation will focus on WFP's response in the following eight countries:

- ▯ **Burkina Faso, Central African Republic, Chad, Mali, Niger and Nigeria:** These six countries were activated either a WFP L3 or L2 emergency response between 2016 and 2021 and are now categorized as "corporate attention";
- ▯ **Cameroon:** was classified as a L2 emergency from December 2018 till January 2022;
- ▯ **Mauritania:** was classified as a L3 emergency from May to December 2018⁶⁰ and is not currently categorized as Corporate Attention nor Early Action & Emergency Response. Mauritania offers useful learning on how WFP works with the Government on shock-responsive safety nets and social protection systems.

54. The evaluation will cover WFP regional strategies and interventions implemented under the ICSPs or CSPs and subsequent budget revisions from January 2018 to November 2023 corresponding to the end of the data collection phase. By covering this five-year and half period, the evaluation will be able to assess the extent to which WFP's programmatic response has adapted to the changes in the country contexts and the overall deterioration of the food security situation.

⁶⁰ As part of the Emergency Response for the Sahel Region, which included also Burkina Faso, Chad, Mali, Mauritania, and Niger.

4 Evaluation approach, methodology and ethical considerations

4.1 EVALUATION QUESTIONS

55. The evaluation will be geared towards addressing the key evidence gaps and WFP learning priorities. Hence, the indicative evaluation questions presented below ([Table 5](#)) are to be considered as guiding questions that will be refined during Phase I (see Section [4.3](#) below). In line with [WFP Evaluation Policy](#) and [WFP Gender Policy](#), a gender lens will be applied in all evaluation questions. The evaluation will employ selected relevant OECD Development Assistance Committee (DAC) evaluation criteria in line with the final set of evaluation questions identified at the end of Phase I.

Table 5: Preliminary evaluation questions

Main guiding questions

1	What are the main challenges to which WFP and partners have been confronted with in addressing the rising needs in the Sahel and other countries in Western Africa? What key trends can be observed in the last five years and probable scenarios for the coming years?
2	What strategies have been used by WFP to overcome these challenges and what facilitates or instead hinders WFP's ability to adapt in the highly dynamic conflict affected contexts?
3	Moving forward, what could WFP do differently to enhance the predictability, timeliness and effectiveness of its response to recurring shocks in the Sahel and other countries in Western Africa?
4	What additional capacities would WFP require to operationalize these shifts including transitioning from direct delivery to national led and system-based responses?

56. Initial consultations with WFP stakeholders highlighted particular elements of interest to be explored in the evaluation (see [Figure 21](#)).

Figure 21: Specific elements to be explored



4.2 EVALUABILITY ASSESSMENT

Evaluability is the extent to which a policy, strategy, programme or activity can be evaluated in a credible and useful manner against a specific set of evaluation questions. An **evaluability assessment** should cover: 1) the extent to which the required evidence is available and accessible to the evaluation team in order to answer the evaluation questions; 2) the clarity of intervention design including its objectives, scope, intervention logic and stakeholders including target groups; 3) factors affecting the usefulness of the evaluation including evidence needs, timing and opportunities for use; 4) the adequacy of resources available to conduct the evaluation; and 5) risks and ethical considerations of the evaluation (covered under 4.4 below).

57. There is a large body of existing evaluations that can be used to provide evidence and support the analysis for the evaluation. These include operation evaluations (Niger), corporate emergency evaluations (Nigeria), country portfolio evaluations (C.A.R. and Mali), and Country Strategic Plan Evaluations of which five are completed (Cameroon, C.A.R, Chad, Mauritania and Nigeria), one is ongoing (Burkina Faso) and two are planned (Mali, Niger). Further, there are several strategic and policy evaluations relevant for this evaluation (see [Table 6](#)), syntheses,⁶¹ decentralized evaluations (five completed-Burkina Faso, Mali, Niger and Nigeria and two ongoing- Chad and Mali) and impact evaluations (two ongoing- Mali and Niger). Several audits (internal and external) are also relevant for the evaluation. See [Figure 22](#) for a list of country level evaluations and audits and [Annex 12](#) for web links to available publications.

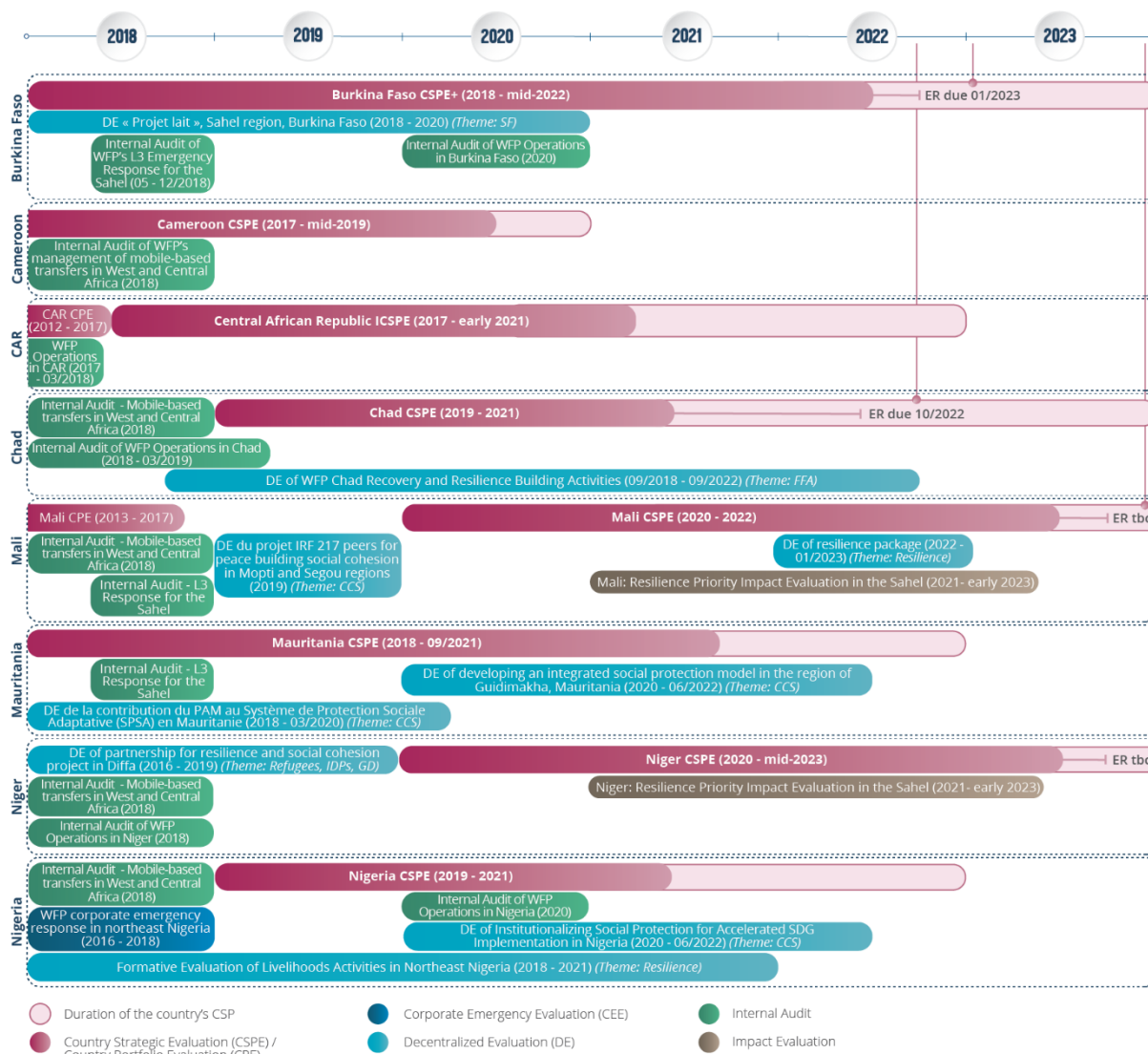
Table 6: List of policy and strategic evaluations relevant for this CEE

Type	Subject of evaluation	Evaluation reference period	Executive Board session
Policy evaluations	Update of WFP's Safety Nets Policy	2012-2017	2019 annual session
	WFP People Strategy	2014-2019	2020 first session
	WFP Gender Policy (2015-2020)	2015-2019	2020 annual session
	WFP's role in peacebuilding in transition settings	2013-2022	2023 first session
	Building resilience for food security and nutrition	2015-2022	2023 annual session
	Disaster risk reduction/management and climate change	2011-2022	2023 annual session
	Country strategic plans	2017-2022	2023 annual session
Strategic evaluations	WFP's Capacity to Respond to Emergencies	2011-2018	2020 first session
	Funding of WFP's work	2014-2019	2020 annual session
	WFP's use of technology in constrained environments	2014-2021	2022 first session
	Nutrition and HIV/AIDS	2017-2022	2023 first session

⁶¹ Synthesis report of WFP's country portfolio evaluations in Africa (2016-2018) and Operation Evaluations Series - Regional Synthesis 2013-2017 - West and Central Africa Region.

Source: compiled by OEV

Figure 22: List of WFP Evaluations and Audits by country



Source: compiled by OEV

58. UNHCR has recently evaluated its response in the Sahel. UNICEF's evaluation of its response in Central Sahel (Mali, Burkina Faso and Niger) is expected to take place between December 2022 and April 2023. It will be important to draw from their findings once available.

59. WFP also produces internal lessons learned documents⁶² that aim to identify the successes and areas for improvement of WFP's response to complex emergencies, and inform future emergency responses, reviews, protocols, processes and policies. They are based on inputs from WFP staff, partners and beneficiaries.

60. At country and regional level, WFP generates a wide range of studies and information sources. A list of relevant documents and datasets will be developed at preparation phase and reviewed at the start of Phase 1. These include, among others: Country Strategic Plans; Annual Country Reports; Country Office Annual Plans and Reviews; Budget Revisions; Country Office needs assessment and vulnerability mapping report and nutrition analysis. Specific studies or operational research have also been

⁶² WFP. 2012. Lessons from WFP Personnel Responding to the 2012 Sahel Food Crisis; WFP.2019.2018 Sahel Shock Response Lessons Learned; WFP. 2021. Lean Season Lessons Learned.

commissioned by WFP and constitute another important source of relevant information. For example, WFP Mali and Nigeria have been collaborating with SIPRI to better understand and strengthen its contribution to improving the prospects for peace⁶³ (see [Annex 12](#) for links to available relevant studies).

61. In addition to financial and administrative data collected by WFP (CSP needs based plans, allocated resources, expenditures, HR data, partnerships data etc), WFP operations are monitored through process, output and outcome monitoring. Performance data is reported through Annual Country Reports.
62. Based on calls with RBD and a summary review of the documentation reviewed to date (see Bibliography in [Annex 12](#)), OEV anticipates the following evaluability challenges:
 - Performance and financial data for the year 2018 will be retrieved from different sources and may be presented differently as some country offices were still operating through separate operations (EMOPs, PRROs, SOs) while others had shifted to Interim CSPs or CSPs. This may limit the comparison across country offices for some dimensions such as CSP focus areas which did not exist prior to the shift to CSPs.
 - Country offices face high staff turn-over especially among international staff. National staff as well as former international staff still working for WFP in other offices will also be interviewed to obtain a longer-term perspective.
 - Diverse sets of monitoring data may make comparison over time or across country offices challenging, in particular at the outcome level. Where monitoring is conducted by third party monitors or cooperating partners or remotely (via mobile phone), this may introduce possible biases. Primary data collection by the evaluation team at the community level will be important to triangulate evidence and fill gaps in secondary data sources.
 - Competing and unexpected demands on country office and partners' staff in the eight countries of interest will reduce their availability to engage in the evaluation process. This will be particularly the case for Mali and Niger COs which will undergo a CSPE in 2022. Interviews with CO staff will be planned and spread over time as to not overburden the COs. Synergies and cross-fertilization between the ongoing CSPEs and the CEE will be sought.
 - Given the geographical coverage, a large number of stakeholders will potentially have a stake in this evaluation. A thorough stakeholder mapping will be developed at TOR preparation stage. The evaluation team will need to select a realistic yet a representative sample of stakeholders to engage with during the evaluation.
 - Given the long timeframe covered by the evaluation, some of the people served by WFP in the period 2018-2021 may be difficult to trace back and/or may no longer be familiar with WFP programmes' objectives and results. Getting an adequate picture of the beneficiary experience of the response will likely be a likely challenge. The evaluation team will identify appropriate mitigation measures to limit the impact of this issue.
 - Fluid political and security situation across the region may limit access to key informants and intervention sites in some areas of the countries of interest. The evaluation team will need national consultants and enumerators who can travel within the countries, and the country offices will need to help ensure safety of evaluation team members. Close communication between the evaluation team, OEV, RBD and COs will be essential to adapt plans depending on how the situation evolves.
 - In relation to phone surveys, low mobile coverage and low phone ownership in some areas should be considered and alternative ways of seeking the perspectives of affected populations should be identified to avoid potential bias.

⁶³ WFP, Stockholm International Peace Research Institute (SIPRI). Dr Suyoun Jang, Dr Gary Milante, Rachel Goldwyn, Jonas Holm Klange and Rebecca Richards. The World Food Programme's Contribution to Improving the Prospects for Peace in Mali. 2019

4.3 EVALUATION APPROACH AND METHODOLOGY

63. A utilization-focused approach will be followed characterised by the following elements:
- A high level of engagement with management and staff within the Regional Bureau, country offices and selected HQ Divisions, throughout the process with key points of engagement to ensure that the evaluation addresses the key evidence gaps and WFP learning priorities, provide regular feedback loops and promote ongoing learning;
 - Adopting an approach of openness, receptiveness and flexibility, and willingness to adapt the evaluation sub-questions and/or process where needed;
 - Building a high level of ownership and decision-making, with findings, conclusions and recommendations presented by the evaluation team and collectively discussed in feedback events with learning groups throughout the evaluation
 - A collegiate approach between the evaluation team, involving regular discussions and open communications, to harness collective expertise and experience of both evaluation commissioners and the evaluation team
64. Strong attention to process management by the contracted Long-Term Agreement (LTA) firm and OEV will be critical throughout.
65. Considering that most country offices have been subject to a country strategic plan evaluation as well as at least one decentralized evaluation during the period 2018-2022, this evaluation should draw extensively on the evidence generated by previous evaluations, reviews, lessons learned exercises, audits, operational research and other studies. This will prevent duplication and limit additional burden on WFP country offices and national partners. For this reason, the evaluation will be organized in two distinct phases.
66. Under Phase I, the evaluation team will re-construct a Theory of Change in consultation with RBD and country offices to capture WFP's vision to saving lives while contributing to longer-terms outcomes in the eight countries of interest. The evaluation team will also produce a detailed contextual analysis, setting out the changing external context in the region and identifying similarities and differences across and within the various country contexts. Both deliverables will inform the design of the main analytical framework for the evaluation. In a subsequent step, the evaluation team will synthesize a body of evaluations, audits, lessons learned exercises and studies that pertain to the four overarching guiding questions. This will then be used to identify the final set of evaluation questions and determine the methodological design for Phase II.
67. Given the learning objective of this evaluation and the nature of the evaluation questions, qualitative methods and in particular approaches that enable the identification of strengths and good practices such as Appreciative Inquiry will be particularly important. This will require close engagement with WFP, partners and affected populations through various avenues including virtual and face-to-face interviews, focus group discussions, participatory narrative surveys and workshops. OEV will work with the regional bureau to identify regional events on which the evaluation team will be able to piggyback on to support the engagement with key users.
68. The methodology should also demonstrate impartiality and lack of bias by relying on a cross-section of information sources (e.g., stakeholder groups) and where possible complement the qualitative approaches using quantitative methods to ensure triangulation of information collected through a variety of means.
69. The methodology should be sensitive in terms of gender equality and empowerment of women as well as wider equity and inclusion issues. In order to meet WFP's commitment to AAP, it should indicate how the perspectives and voices of diverse groups in terms of gender (men, women, boys and girls), age (youth and elderly), ethnic minorities, and vulnerabilities (people living with disabilities and other marginalized groups) will be sought and considered. The methodology should ensure that primary data collected is disaggregated by sex and age; the evaluation findings, conclusions and recommendations should reflect a gender and equity analysis.

70. The evaluation must conform to WFP and United Nations Evaluation Group (UNEG) 2020 Ethical Guidelines. Accordingly, the evaluation firm will be responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation process and results do no harm to participants or their communities.
71. The evaluation should take into account possible limitations to evaluability (drawing from the preliminary assessment provide in the TORs) as well as budget and timing constraints. In particular, the COVID-19 situation and related entry, movement and direct social interaction restrictions will need to be monitored very closely in the countries where field visits are planned. The evaluation will minimize anyone's exposure to the risk of contracting COVID-19.
72. This evaluation should make a special effort to use technology, as appropriate, to enhance data access, strengthen data analysis and improve communication of evaluation results with evaluation stakeholders.
73. **Phase I of the evaluation** will primarily employ the following techniques:
- **Desk review of available evidence:** Desk reviews will cover a wide variety of background material available. An initial mapping of relevant documents can be found in Annex 2. This list will be further expanded during the preparation and Phase I.
 - **Analysis of WFP data:** Analysis of WFP performance, financial and administrative data such as expenditures, timelines, performance indicators and human resource statistics.
 - **Key Informant interviews:** These will take place at HQ, regional and country levels as well as with global and regional partners. The sampling technique to impartially select stakeholders to be interviewed should be specified in the inception package.
 - **Synthesis of evaluations and audits:** A systematic review and synthesis of the body of evaluations, audits and lessons learned documents will be undertaken to set out the changing external context in the Sahel region and the evolution in WFP's emergency response since 2018. The synthesis will broadly follow the framework of evaluation questions and sub-questions. Over the five years covered by the exercise, it will be important to map the findings against the time periods that they relate to as well as the specific context of each country.
 - **Regional Learning Event:** A regional learning event will enable the team to discuss and validate the key findings from the synthesis as well as prioritize within the identified evidence gaps the final set of evaluation questions and main lines of enquiries to be addressed during Phase II.
74. **Phase II of the evaluation** will employ multiple techniques of data collection including:
- **Semi-structured interviews** with key informants, both remote and in-person where possible, including WFP CO management and relevant staff including in the regional bureau, country offices, sub- and field offices; relevant WFP HQ; government counterparts, United Nations partners, cooperation partners (national and international NGOs), representatives from donors and international financial institutes; etc. (See [Annex 4](#)).
 - **Field site observations**, covering as diverse as possible range of WFP interventions and target population groups visits will be carried out.
 - Several **online surveys** of WFP staff, cooperating partner staff, UN partners and donors will be carried out to gauge their perception on relevant areas of interest to the evaluation. It is suggested to use participatory narrative inquiry techniques⁶⁴ using stories to obtain information and insights on change processes and the context in which these take place.

⁶⁴ A participatory narrative survey uses a standard procedure (questionnaire) from a pre-defined group of stakeholders in a particular intervention to collect information. It is *participatory* because stakeholders are involved in interpreting and analyzing the stories, individually through a specific section of the survey questionnaire, and collectively through facilitated

- Different options should be explored to ensure that the evaluation seeks the **perspectives from affected populations**, in particular traditionally marginalized population groups, such people with disabilities, ethnic minorities and the extremely poor. This will include a combination of in-person interviews, focus group discussions as well as phone surveys. Where feasible, the evaluation will explore the possibility of embedding evaluation questions into planned WFP monitoring or mVAM surveys.
- **Regional workshops:** A regional internal stakeholder workshop as well as a Regional Learning Event with a wider audience will be organized to discuss and refine the evaluation findings, conclusions and recommendations as well as promote their up-take.

4.4 ETHICAL CONSIDERATIONS

75. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) 2020 Ethical Guidelines. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
76. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of WFP regional strategies or initiatives in Western Africa or WFP interventions in the eight countries covered by the evaluation, nor have any other potential or perceived conflicts of interest in the past, present or future.
77. All members of the evaluation team will abide by the UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations. In addition to signing the UNEG pledge of ethical conduct in evaluation, the evaluation team will also commit to signing the WFP Confidentiality, Internet and Data Security Statement.
78. In volatile socio-political contexts, sensitive personal data may be used for harmful or illicit purposes.⁶⁵ Therefore, protecting personal information – particularly of beneficiaries – is a priority. In the context of this evaluation, the processing of personal data, including data collection, sharing, use, storage, and dissemination, should comply with international recognized data protection principles. The evaluation team shall collect personal data in line with the Data Processing Agreement included in the Long-Term Agreement with the evaluation firm and being transparent with beneficiaries and other stakeholders on the intended use of their personal information. The evaluation team shall set out the legitimate purpose for which data are processed and collect only relevant and necessary information. Personal data shall be stored safely and exchanged with caution and no beneficiaries' information shall be displayed in evaluation deliverables.

group discussions. Dedicated software such as SenseMaker© or NarraFirma© make it possible to produce quantitative data, uncover relationships and patterns embedded in the stories, and identify typical and atypical stories, which are interpreted and analyzed jointly with stakeholders.

⁶⁵ Personal data is defined as any information relating to an individual that identifies the individual or can be used to identify them. A person can be identified directly from data such as name, surname, and identification number, etc. or indirectly from data that describes recognizable attributes, such as specific physical, physiological (including biometric and genetic), behavioral, mental, economic, cultural, or social characteristics, narrow location. Source: WFP Guide to Personal Data and Privacy 2016.

4.5 QUALITY ASSURANCE

79. The evaluation will adhere to WFP's Centralised Evaluation Quality Assurance System (CEQAS) which is based on the UNEG norms and standards and good practice of the international evaluation community.⁶⁶ Quality assurance will be systematically applied during this evaluation to ensure that the evaluation provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.
80. The evaluation team will be required to ensure the quality of data (reliability, consistency, and accuracy) throughout the data collection, synthesis, analysis and reporting phases. All deliverables from the evaluation team should go through an internal quality assurance review by the evaluation company though adaptations. Considering that this is a utilization-focused evaluation, the evaluation team may carefully balance the need for accuracy with utility and come adaptations may be required.
81. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.
82. Within OEV, there will be two levels of quality assurance in the evaluation process, the first by the evaluation manager supported by the research analyst, second by the Director of Evaluation. This quality assurance process does not interfere with the views and independence of the evaluation team.
83. An expert from the Evaluation Advisory Panel (EAP) established by OEV will provide advice from the preparation phase onwards on the draft deliverables to improve the evaluation approach and methods and reflect on international best practice and innovative methods. This will be distinct but complementary to the systematic quality assurance done by the Evaluation Manager and the 2nd level Quality Assurer within OEV, and the feedback provided by the IRG.
84. The final evaluation report will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5 Organization of the evaluation

5.1 PHASES AND DELIVERABLES

85. The evaluation process will be divided into two main phases, spanning the period October 2022 to November 2024.

Phase I

86. The **preparation phase** consists of the development of detailed TORs in consultation with key evaluation stakeholders. It also includes the identification and contracting of a qualified firm and evaluation team.
87. As part of the **inception phase**, the evaluation team will first elaborate a short inception note following initial KIIs and document review setting out how the work will be organized for Phase I, roles and responsibilities and timeline. Following a deeper document review, the team will re-construct a **Theory of Change** in consultation with RBD and country offices to capture WFP's vision to saving lives while contributing to longer-term outcomes in the Sahel. The evaluation team will also produce a **solid contextual analysis**, providing an overview of the regional and country specific context covering notably the pre-existing vulnerabilities (e.g., poverty levels, chronic food insecurity, demographic pressure, etc.) as well as the combination of country-level and global shocks that have further exacerbated needs in the last few years and the political, security and operational factors that have constrained or facilitated humanitarian action. This will provide a solid context analysis for the evaluation, supporting comparison of findings within and across contexts. Both the reconstructed ToC and the context analysis will inform the development of the **analytical framework** and the **methodology** to deliver a synthesis of available

⁶⁶ For example, the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) and the OECD Development Assistance Committee (DAC).

evidence and the overall evaluation. This will be captured in an **Inception Package** that will also include a detailed stakeholder analysis, an expanded list of available documents and datasets and a communication and engagement plan.

88. **Synthesis of evidence:** The evaluation team will conduct an in-depth and systematic review and synthesis of available relevant WFP and external literature and evidence generated by evaluations, audits, assessments, monitoring, research and other studies. The synthesis will follow the framework of evaluation questions and will identify 'hypotheses' about the situation, the contributing factors, and the success of interventions to identify the main evidence gaps and enable the team to develop the refined set of evaluation questions. It will be necessary to assess the quality⁶⁷ and of sources of information as well as map the findings against the time periods that they relate over the five years covered by the exercise as well as the respective country contexts.
89. **Regional Learning Event:** A regional learning event will be organized to discuss and explore the outputs of Phase 1 and to refine those 'hypotheses' and prioritize the evaluations questions and key lines of enquiries to be investigated further and addressed during Phase II.
90. Once the evaluation questions for Phase II have been identified, additional evaluators and national experts will be identified with the relevant expertise. The evaluation team will then develop a **detailed design for Phase II in an Inception Report**, including among others an evaluability assessment, an evaluation matrix focusing on the agreed questions and lines of enquiries identified during Phase I, a fully-fledged evaluation methodology and data collection tools.

Phase II

91. The **data collection and analysis phase** will include country visits ideally in all countries covered by this evaluation. The evaluation team will organize a series of debriefings for the IRG and other stakeholders at country level, to present and discuss their emerging findings, conclusions and areas for consideration. These consultations will help shape concrete and actionable recommendations.
92. During the **reporting phase**, the evaluation team will prepare the main evaluation report, which will provide a summary of the main findings, conclusions and areas for consideration. It will be succinct and to the point, and follow a structure agreed with the team leader and OEV. After quality assurance by the contracted firm and OEV, the draft report will be shared with the IRG for review and comments. An internal stakeholder workshop will be held to discuss the IRG feedback and other points of engagements with the direct evaluation users may be organized as required to inform the finalization of the evaluation report. The evaluation manager will draft the summary evaluation report, which will be reviewed and validated by the team leader.
93. A **regional learning event** will be organized to share the results of the evaluation with a wider audience, including key partners of WFP in the Sahel region and Western Africa.
94. During the **follow-up and dissemination phase**, WFP management will prepare a Management Response. The Summary Evaluation Report will be discussed with the Executive Board during informal consultations, and then formally presented to the Executive Board Second Regular Session in November 2024. [Table 7](#) shows a tentative timeline for the evaluation and its different deliverables.

⁶⁷ All WFP evaluations are subject to a post hoc quality assessment (PHQA) by an independent entity contracted by the Office of Evaluation. PHQA results are published alongside the evaluation reports on WFP website.

Table 7: Evaluation Timeline

Phase I	
Scoping – Concept Note	July-September 2022
TORs	October/November 2022
Contracting of evaluation firm	November/ early December 2022
Review of documentations and KIIs, preparation of an Inception Note, Inception briefings, Inception mission to Dakar RB and two COs	Mid-December 2022 – 3 February 2023
Context Analysis and inception package including: <ul style="list-style-type: none"> ▫ Reconstructed ToC ▫ Stakeholder mapping ▫ Analytical Framework ▫ Communication and Engagement Plan 	January-February 2023
Synthesis of evidence	March – early April 2023
Regional Learning Event	May 2023
Inception Report including detailed design for Phase II and identification of full evaluation team	June-July 2023
Phase II	
Data collection	6 Aug – 5 Nov 2023
Reporting	Nov 2023 – May 2024
Internal Stakeholder Workshop	Mid-March 2024
Regional Learning Event with partners	Early May 2024
Summary Evaluation Report	June 2024
Management Response	July-Aug 2024
EB presentation	Nov 2024

5.2 EVALUATION TEAM COMPOSITION

95. The evaluation will be conducted by a team of independent consultants with expertise and experience in evaluating humanitarian and resilience-building programmes in complex conflict situations and in-depth knowledge of the Sahel regional context. The team should also have experience in learning-oriented evaluations and have the required skills to design and conduct the evaluation in a way that stimulates learning during the evaluation process itself through learning events as well as enhances the likely utilization of the findings to inform decision-making. The team members should have the soft skills required to create a safe space for reflection. Fluency in both French and English for the Team Leader

and international evaluators is required to support effective engagement with all stakeholders. The team will be gender-balanced.

96. For Phase I, the evaluation team will be composed of a Team Leader and a Senior Evaluator/ Deputy Team Leader, a synthesis expert/ evaluator, and a data analyst.
97. For Phase II, the evaluation team will be expanded to include two additional international evaluators and up to eight national evaluators (one per country) with a mix of sectoral expertise. that will be confirmed once the evaluation questions are refined towards the end of Phase I. International evaluators should be able and willing to travel in-country for in-person data collection. The choice of national consultants should be conflict-sensitive. The consultancy firm may sub-contract data collection in the field to reliable, independent local research entities.
98. All team members should have a solid understanding of [Humanitarian Principles](#) and the [Core Humanitarian Standard on Quality and Accountability](#).
99. All team members are expected to travel to and within Western Africa region. Within the eight countries covered by this evaluation, field missions to areas where WFP operates are expected, as allowed by the security and sanitary situation in-country. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the financial proposal.

Table 8: Summary of evaluation team and areas of expertise required

Areas	Specific expertise required
Team Leader and Deputy Team Leader	<ul style="list-style-type: none"> ▫ Experience in designing and leading learning-oriented evaluations and soft skills enabling the creation of a safe space for reflection. ▫ Excellent planning and team management and coordination skills; ability to resolve problems and strong track record to deliver on time ▫ Minimum of 15 years' experience in evaluating the design and implementation of humanitarian and resilience-building interventions in complex protracted conflict situations preferably with WFP, other UN organizations or large international NGOs ▫ First-hand experience in evaluating programmes in Burkina Faso, Cameroon, CAR, Chad, Mali, Mauritania, Niger and Nigeria and solid understanding of the politically sensitive and fragile context in those countries. ▫ Demonstrated skills in gender responsive and mixed qualitative and quantitative data collection and analysis techniques. Familiarity with Theory of Change, Contribution Analysis and Appreciative Enquiry approaches and other relevant evaluation methods and tools. ▫ Fluency and excellent writing skills in English and French, including strong presentation skills.
Synthesis expert	<ul style="list-style-type: none"> ▫ Minimum 10 years of professional evaluation experience ▫ Proven prior experience of designing and conducting evaluation syntheses, and synthesis methods and approaches. ▫ Proven experience with qualitative and quantitative data analysis. ▫ Strong analytical skills and ability to identify patterns and divergences in findings and strategic implications.
International and national evaluators	<ul style="list-style-type: none"> ▫ Prior programme evaluation experience, preferably in Burkina Faso, Cameroon, CAR, Chad, Mali, Mauritania, Niger or Nigeria. ▫ First-hand experience in evaluating humanitarian and resilience-building interventions in complex protracted conflict situations. ▫ International evaluators: Fluency and excellent writing skills in French and English ▫ National evaluators: Fluency in French or English depending on the country and at least one of the local languages ▫ Strong technical expertise in the following areas: <ul style="list-style-type: none"> o Food security o Nutrition o Resilience-building, livelihoods, support to smallholder farmers and food systems o Social protection o Humanitarian, development, peace nexus o Cash-Based Transfers o Needs assessments, vulnerability analysis and mapping, targeting o Gender and inclusion

	<ul style="list-style-type: none"> o Accountability for affected populations, humanitarian principles and protection, humanitarian access o Conflict-sensitive programming, peacebuilding and civil military coordination o Supply chain and common humanitarian services
Data analyst	<ul style="list-style-type: none"> ▫ Strong experience designing and implementing complex research methodologies, both qualitative and quantitative, able to coordinate several parallel research workstreams as well as an overarching, more strategic research pathway ▫ Strong experience with compiling and analysing monitoring, financial, logistics and cost-efficiency data, preferably from WFP data systems ▫ Excellent Excel skills, including ease working with pivot tables and generation of graphs, to organize, analyse and effectively represent data ▫ Excellent data management skills and accuracy in data manipulation, including data cleaning, data mining, data triangulation, and data modelling ▫ Broad understanding of humanitarian and development assistance and familiarity with analysing WFP and Humanitarian Response Plan/Humanitarian Needs Overview data ▫ Strong ability to provide qualitative and quantitative research support to evaluation teams, in particular on: <ul style="list-style-type: none"> o online and mobile phone survey design o survey data cleaning and descriptive analysis o qualitative data analysis software

5.3 ROLES AND RESPONSIBILITIES

100.The evaluation will be managed by Julie Thoulouzan, Senior Evaluation Officer, in the WFP Office of Evaluation. Supported by Emmanuel Hakizimfura, Evaluation Officer, she will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content.

101.The EM has not worked on issues associated with the subject of evaluation. She is responsible for supporting the drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference group; organizing team briefings and learning events; conducting the 1st level OEV quality assurance of all evaluation products and soliciting WFP stakeholders' feedback on draft products; and drafting the summary evaluation report. Lia Carboni will be the OEV research analyst supporting data access and analysis as well as some organizational aspects of the evaluation. Second level quality assurance will be provided by Andrea Cook, WFP Director of Evaluation. The Director of Evaluation will also approve the final versions of all evaluation products and present the evaluation to the WFP Executive Board for consideration in November 2024.

102.The team leader bears ultimate responsibility for all team outputs, overall team functioning, and client relations. The primary responsibilities of the team leader will be:

- Developing a short inception note
- Finalising the approach and methodology in the inception report
- Guiding and managing the team during phases I and II
- Overseeing the preparation of data collection outputs by other members of the team

- Consolidating team members' inputs to the evaluation products and ensuring their quality (inception package, synthesis, inception report and evaluation report)
- Representing the evaluation team in meetings and workshops with stakeholders
- Designing key learning events and other workshops
- Acting as the main interlocutor with the Evaluation Manager
- Delivering the inception package, synthesis report, inception report, draft and final evaluation reports and evaluation tools in line with agreed CEQAS standards and agreed timelines.
- Reviewing the summary evaluation report (to be prepared by OEV)

103. Team members should:

- Contribute to the design of the evaluation methodology in their area of expertise
- Analyse data and prepare inputs in their technical area for the evaluation products
- Undertake interviews in headquarters, regional bureau and country offices
- Support the team leader in the preparation of key workshops and learning events
- Participate in team meetings and workshops with stakeholders
- Contribute to the preparation of the draft inception package, synthesis, inception report and evaluation report

104. Given the scope and coverage of this evaluation, two main advisory groups will be established during the preparatory stage of the evaluation and will be consulted throughout the evaluation process to review and provide feedback on evaluation products:

- A **high-level Internal Reference Group** (IRG) composed of Directors or Deputy Directors of the eight COs, the Regional Bureau and selected HQ Divisions, notably the Emergencies Operations Division (EME), the Programme – Humanitarian and Development Division (PRO), the Cash-Based Transfers Division (CBT), Nutrition Division (NUT), Gender Office (GEN), School-based Programmes (SBP), Supply Chain Division (SCO) and Human Resources Division (HR). The IRG will provide strategic advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process.
- A **Technical Task Force** will be put in place to work more closely with the Evaluation Manager and the evaluation team notably participating in brainstorming sessions for example to reconstruct the Theory of Change, assisting in coordinating inputs from other staff, planning and facilitating field visits. At country level, the Heads of the Programme and RAM units will be part of the Task Force. Within RBD, representation of the following units will be important: Emergency preparedness and response, Programme, Resilience, Nutrition, RAM, Evaluation, Supply Chain, Partnerships and Reporting as well as Budget and Programming.

105. The Regional Bureau and each of the eight country offices will facilitate the evaluation team's contacts with stakeholders in the region, provide logistic support during the fieldwork and the organization of regional and in-country consultations and learning events. To ensure the independence of the evaluation, WFP staff (with the exception of OEV staff) will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

106. A fully collaborative approach is expected between OEV and the evaluation team.

5.4 SECURITY CONSIDERATIONS

107. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or security reasons. However, to avoid any security incidents, WFP RB and COs will register the team members with the security officer on arrival in country and arrange a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe

applicable UNDSS rules including taking security training (BSAFE) and attending in-country briefings. Because of high levels of insecurity due to ongoing civil unrest and violence in some of the eight countries, particular care must be given to deployment in the field of consultants (international and national) to ensure their safety.

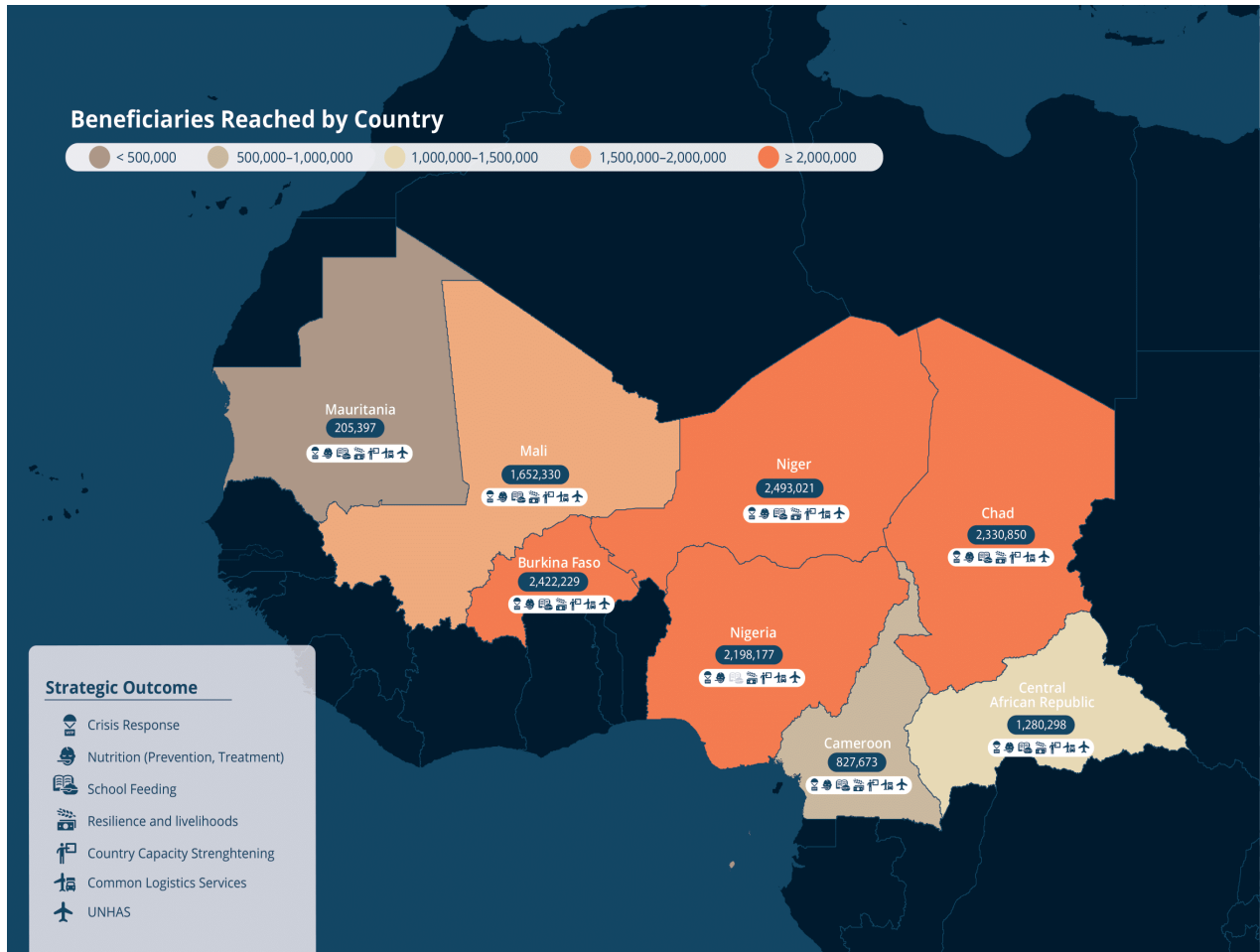
5.5 COMMUNICATION

108. Emphasizing transparent and open communication, the evaluation manager will ensure consultation with stakeholders on each of the key evaluation phases. The evaluation ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings, de-briefings, workshops and learning events will include participants from country, regional and HQ levels. Participants unable to attend a face-to-face meeting will be invited to participate remotely, using technology as required.
109. A communication and knowledge management plan (see [Annex 9](#)) will be refined by the evaluation team in consultation with the evaluation manager during phase I. All evaluation products will be produced in English. Specific evaluation tools and interim deliverables of limited length may need to be translated in French to support adequate engagement with some stakeholders.
110. **Phase I:** A workshop with a small group of colleagues, members of the Task Force will be organized at early stage of Phase I to discuss and finalize the re-constructed Theory of Change and seek feedback on some components of the draft inception package. The draft contextual analysis and synthesis will be shared with the IRG for comments. A regional learning event with IRG members will be organized during Phase I to discuss the findings from the synthesis and fine-tune the hypotheses that will be further investigated during Phase II. Once finalized, these deliverables will be shared by OEV with the IRG.
111. **Phase II:** The evaluation team will also organize a debriefing shortly after the end of the data collection to present and discuss with the IRG the preliminary findings and emerging areas for consideration. An internal stakeholder workshop will be organized after the IRG has reviewed the draft evaluation report to discuss and refine the draft findings, conclusions and recommendations. This will be followed by a regional learning event with a wider range of interested external stakeholders.
112. The summary evaluation report along with the management response to the evaluation recommendations will be presented in six UN official languages to the WFP Executive Board in November 2024. The final evaluation report will be made publicly available on WFP website as per international standards for evaluation.
113. The Office of Evaluation and the regional bureau will ensure dissemination of lessons delivering presentations in relevant meetings at regional and global levels as well as through the annual evaluation report. Efforts will be made to communicate evaluation results back to stakeholders in the region including target population groups. The evaluation team is expected to propose one or more appropriate channels and approaches for communicating back findings from the evaluation to WFP stakeholders, based on consultations with those stakeholder groups and its own experiences in the region. The in-country communication of evaluation results will be managed jointly by OEV, the RB and the COs.
114. To support communication of evaluation results, the Evaluation Team is expected to take and collect pictures and other media (video and audio, as appropriate) in the field, respecting local customs and personal data protection principles, and to share those with OEV for use in communication products such as evaluation reports, briefs, presentations and other means which can be used to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences.
115. The evaluation team is encouraged to use Microsoft Teams© for sharing the document library, internal and external communications, and collaboration on draft evaluation products. The evaluation manager will hold regular teleconference with the Team Leader and other members of the evaluation team as required to discuss progress and any issues the evaluation team may encounter.

5.6 BUDGET

116. The evaluation will be financed by OEV's Programme Support and Administrative budget. Proposals should include a detailed budget for the evaluation.

Annex 1: 2021 Operational Map



Source: adapted by OEV based on map presented in WFP Western Africa 2021 Annual Achievement report.

Annex 2: Socio-economic indicators evolution (2012-2021)

[Link to Annex 2.docx](#)

Annex 3: Timeline

Table 9: Evaluation timeline

Phase I – Preparation		Who	When
	Draft Concept Note shared with key internal stakeholders for comments	DoE/EM	9 Aug 2022
	Concept Note finalized and shared with key internal stakeholders	DoE/EM	14 Oct 2022
	Draft ToR cleared by DoE and circulated for comments to country office (CO) and to LTA firms	DoE	21 Oct 2022
	Review and comment on draft ToR	IRG	21-28 Oct 2022
	Final revised ToR sent to WFP stakeholders	EM	11 Nov 2022
	Submission of LTA firms' proposals	LTA firms	16 Nov 2022
	LTA proposal review	EM & RA	17-30 Nov 2022
	Contracting evaluation team/firm	OEV/Supply Chain	1-15 Dec 2022
Phase I - Inception and Synthesis of Available Evidence			
	Team preparation, literature review, inception briefings with OEV, EAP expert and IRG/Task force, preparation of an inception note	OEV, ET & EAP expert, IRG/Task Force	15 Dec 2022 - 16 Jan 2023
	Inception mission (Dakar & 2 countries)	OEV, ET	24 Jan – 3 Feb 2023 (dates tbc)
	Preparation of context analysis and inception package (re-constructed ToC, stakeholder mapping, analytical framework, engagement and communication plan) and consultations with OEV, EAP expert and Task Force members	TL OEV, EAP expert, IRG/Task Force	Mid-Jan to early March 2023 (exact sequencing and timing to be agreed in the inception note)
	Drafting of synthesis report	TL	1 March - 6 April
	Quality assurance by OEV and IRG review *	OEV, IRG	7 April - 12 May (dates tbc)
	Regional Learning Event (in Dakar)	ET/IRG/OEV	18-19 May
	Submit final synthesis report including refined evaluation questions for Phase II	TL	26 May
	OEV quality assurance and final synthesis report cleared and shared with IRG/Task Force	EM, RA & DoE	6 June

	Submit full inception report with detailed design for Phase II and CVs of additional team members	TL/LTA firm	20 June
	Quality assurance by OEV and IRG review *	OEV, IRG	30 June-31 July
	Final complete inception report shared with IRG for information	EM	1 Aug
Phase II - Data collection, including fieldwork			
	Data collection	ET	6 Aug- 5 Nov 2023
	Preliminary findings debriefing	ET/IRG/OEV	6 Dec 2023
Phase II - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	15 Jan 2024
	OEV 1 st and 2 nd level quality assurance	EM, RA & DoE	16-30 Jan
	Submit revised draft ER	TL	7 Feb
	Review Draft ER	EM, RA & DoE	08-21 Feb
	Clearance of Draft 1 by DoE	DoE	22 Feb
Draft 1	Review of draft evaluation report by IRG	IRG	23 Feb – 8 March
	Internal stakeholder workshop (face-to-face in Dakar)	ET/EM/DoE/IRG	mid-March
	Submit revised draft ER (D2) to OEV based on IRG comments and workshop discussions, with team's responses on the matrix of comments.	ET	31 March
Draft 2	Review D2	EM, RA, DoE	3-12 April
	Submit revised D2 (D3) to OEV	TL	20 April
Draft 3	Regional Learning Event with external Stakeholders		Early May
	Review D3 and final approval by DoE	EM & RA & DoE	21 April- 5 May
SER	Draft summary evaluation report (SER)	EM	8-22 May
	OEV 2 nd level quality assurance of SER	DoE	23-30 May
	Revised draft SER	EM	31 May – 6 June
	Seek TL and DoE clearance to send out SER	TL & DoE	7-16 June
	OEV circulates SER to WFP Executive Management for information	DoE	19 June
Phase 5 - Executive Board (EB) and follow-up			

	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	19 June 2024
	Tail end actions, OEV websites posting, EB round table etc.	EM	July-October 2024
	Presentation of summary evaluation report to the EB	DoE	November 2024
	Presentation of management response to the EB	D/CPP	November 2024

** This may entail several rounds of comments and review by ET to address comments*

Annex 4: Preliminary Stakeholder analysis

Stakeholder	Role	Participation and interest in the CEE	Who
Internal WFP stakeholders			
<p>WFP Country Offices in Burkina Faso, CAR, Cameroon, Chad, Mali, Mauritania, Niger and Nigeria</p>	<p>Responsible for country level planning and implementation of WFP interventions. COs have a direct stake in the evaluation and will be primary users of its results to enhance their interventions</p>	<p>Primary stakeholders. CO staff will share their perspectives and reflections with the evaluation team through various channels during phases I and II: they will be interviewed as key informants, participate in focus-group discussions, surveys, as well as various consultations, feedback sessions and learning events at country. Selected staff from the CO will also take part in regional consultations. They will also share key resources and sources of data with the evaluation team and have an opportunity to review and comment on the draft evaluation deliverables. CO staff will also provide inputs to the management response to the CEE that will be prepared by the regional bureau.</p>	<p>For regional consultations, only selected CO staff will be expected to engage in regional consultations (among the IRG and Task Force).</p> <p>During the country missions, a wider group of WFP staff will be involved including Country Directors, Deputy Country Directors, Heads of Programme, Supply Chain, Research, Assessment and Monitoring (RAM), Partnerships and other units as relevant, SO managers and Programme Officers, CO sub-office staff.</p>
<p>WFP Regional Bureau (RBD)</p>	<p>Regional Bureau in Dakar (RBD) Management and staff have an interest in learning from the evaluation results as these can</p>	<p>Primary stakeholder. RBD staff will share their perspectives and reflections with the evaluation team through various channels during</p>	<p>RBD Management and members of the Internal Reference Group and Technical Task Force</p> <p>· Senior Regional Programme Advisor</p>

	inform RBD's WFP programmatic offer in the Sahel and Western Africa, notably the formulation and implementation of WFP's approach to the humanitarian-development-peace nexus, WFP's efforts to reinforcing local, national and regional food systems, WFP climate adaptation programming as well as WFP future approach in relation to the lean season response. In addition to refining WFP regional strategies, this evaluation may also inform RBD technical support and oversight to the COs.	phases I and II: they will be interviewed as key informants, participate in focus-group discussions, surveys, as well as various consultations, feedback sessions and regional learning events. They will also share key resources and sources of data with the evaluation team and have an opportunity to review and comment on the draft evaluation deliverables. Under the oversight and coordination of WFP Corporate Planning and Performance Division (CPP), RBD will lead the preparation of the management response to the CEE in consultation with COs.	<ul style="list-style-type: none"> Regional Emergency Preparedness & Response Officer Other regional advisors from the following units: Cash-based transfers, Resilience, Nutrition, Gender, Human Resources, RAM, Protection and AAP, Supply Chain, Partnerships and Reporting, Budget and Programming and others as relevant. <p>The regional evaluation officer should be kept regularly informed</p>
WFP HQ Divisions and technical units	HQ Divisions and technical units have an interest in lessons relevant to their mandates. The CEE is expected to strengthen HQ Division's strategic guidance and technical support to the RB and CO, and to provide lessons with broader applicability globally.	Primary stakeholders. HQ Divisions and technical units will be key informants and interviewed during the inception and data collection phase on the themes covered by the CEE. Relevant HQ Divisions will have an opportunity to comment on the draft ER and provide inputs to the management response to the CEE.	HQ Divisions and evaluation focal points in HQ Divisions and technical units as relevant. These would include the Emergencies Operations Division (EME), the Programme – Humanitarian and Development Division (PRO) including the Emergencies and Transitions Unit (PROP) and the Resilience & Food Systems Service (PROR), the Cash-Based Transfers Division (CBT), Nutrition Division (NUT), Gender Office (GEN), School-based Programmes (SBP), Supply Chain Division (SCO) and Human Resources Division (HR).
WFP Executive Board	Board members have an interest in potential wider lessons from the Sahel and Western Africa's evolving contexts and about WFP role and strategies	Secondary stakeholder. Evaluation results will be discussed during the Executive Board Second Regular Session in November 2024	Executive Board member delegates
External stakeholders			

<p>Affected communities / beneficiary groups <i>(Direct beneficiaries)</i></p>	<p>As the ultimate recipients of food/cash, capacity strengthening and other types of WFP assistance, target population groups have a stake in the evaluation because they should contribute to enhancing appropriateness and effectiveness of WFP's interventions. Affected populations are not a homogenous group. Women and girls can be more intensely affected in terms of the improvement of their social status or the way in which they are identified, their involvement and empowerment or, on the contrary, in terms of reinforcing their marginalization, exposure to risks following interventions etc</p>	<p>Primary stakeholders. They will be interviewed and consulted during the data collection phase as feasible. Special attention will be given in hearing the voices of women and girls of diverse groups, people with disabilities, people living with HIV and tuberculosis patients, and other potentially marginalized population groups in conflict-affected, COVID-19 affected, rural and peri-urban areas. Special arrangements may have to be made to meet children.</p> <p>Evaluation findings will be reported back to affected populations through appropriate channels.</p>	<p>Populations affected by conflict and natural disasters, refugees, IDPs, returnees and other shock-affected people, schoolchildren, other acutely food-insecure marginalized and vulnerable populations, people with disabilities, people living with HIV and TB patients, adolescent girls, pregnant and lactating women and girls, children under 2, and mothers of young children, children under 5.</p>
<p>Affected communities / beneficiary groups <i>(Indirect beneficiaries)</i></p>	<p>As the ultimate recipients of WFP's capacity strengthening and technical support to the Governments of respective countries, these affected populations have a stake in WFP determining whether its assistance has been relevant, appropriate, and effective.</p>	<p>Secondary stakeholder. These indirect beneficiaries will not be as directly involved in the evaluation data collection as they would be if WFP had been delivering direct assistance to them. However, indirect beneficiaries with the most direct links to the cascade effects of WFP capacity strengthening work with the Governments and partners might be interviewed and consulted during the data collection phase.</p>	<p>People reached by governments or partners with WFP support to the delivery of national social protection and emergency preparedness programmes and food systems, people who benefited from the provided support, research-based advice and technical assistance for national policies and action plans to the Government and partners, people benefited by the support, on-demand services, and on-demand cash transfer services provided to UN, humanitarian and development partners to help affected populations meet their essential needs.</p>

<p>Governments of the eight countries covered by this evaluation</p>	<p>The Governments' views on alignment of WFP interventions with National Response Plans, achievements and challenges will be critical, particularly regarding country capacity strengthening. They have an interest in learning how WFP activities could be best aligned with their priorities. The CEE evidence can be used to strengthen coordination support to shock-affected populations.</p>	<p>Primary stakeholders. Governments at national and local levels are one of the key stakeholders and will therefore be included on the key informant list for this evaluation. The evaluation team will closely follow political developments in the eight countries to ascertain feasible engagements to be held with different governments.</p>	<p>Within each of the eight countries, WFP has been working with different ministries and government institutions at national and local levels. Representatives from relevant government entities will be consulted along the evaluation process. Those include amongst other ministries and institutions at national and local level that are responsible for the coordination and oversight of humanitarian assistance, early warning systems, social protection, food security, nutrition, etc.</p> <p>Burkina Faso:</p> <p>Ministère de l'Agriculture, des Ressources Animales et Halieutiques; Conseil National pour la Sécurité Alimentaire; Ministère de la Santé; Ministère de la Solidarité et des Affaires Humanitaires; Services Déconcentrés de l'Etat.</p> <p>Cameroon:</p> <p>Ministry of Territorial Administration and Decentralization and Social Development; Ministry of Agriculture and Rural Development; Ministry of Public Health; Direction Régionale de la Santé Publique de l'Extrême-Nord (DRSP EN) and Direction Régionale de la Santé Publique du Nord (DRSP NO).</p> <p>Central African Republic:</p> <p>Ministère de l'Agriculture et du Développement Rural (MINADER), du Plan, des Affaires Humanitaires, de la Santé, de l'Éducation, mais également Agence Centrafricaine de Développement Agricole; Laboratoire des Sciences Biologiques et Agricoles pour Développement et l'Institut centrafricain de recherche agricole.</p> <p>Chad:</p> <p>Services gouvernementaux centralisés et décentralisés/déconcentrés : ministère de la Santé publique et de la Solidarité Nationale ; Ministère du développement agricole ; ministère de l'Élevage et des productions animales (Centre de contrôle de qualité des denrées alimentaires (CECOQDA); Ministère de l'Économie, de la Planification du développement et de la Coopération internationale (Registre Social</p>
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			<p>Unifié (RSU), Institut national de la statistique, des études économiques et démographiques (INSEED)); Ministère de l'Environnement, de la Pêche et du Développement durable.</p> <p>Mali:</p> <p>Ministère du Développement Rural (MDR) ; Commissariat à la Sécurité alimentaire; Direction Nationale de la Protection Sociale et de l'Economie Solidaire (DNPSES); centres d'animation pédagogique ; les districts sanitaires; Systèmes d'Alerte Précoce (SAP).</p> <p>Mauritania:</p> <p>Commissariat à la Sécurité alimentaire; Direction Nutrition Education Sanitaire.</p> <p>Niger: DNPGCCA Dispositif national de prévention et de gestion des catastrophes et des crises alimentaires, le Haut-Commissariat à l'initiative 3N, Ministry of Humanitarian Action and Management of Catastrophes, Ministry of Public Health ; Ministry of Agriculture</p> <p>Nigeria:</p> <p>Ministry of Humanitarian Affairs, Disaster Management and Social Development; Nigeria Emergency Management Agency; National Humanitarian Coordination Committee; National Bureau of Statistics (NBS); National Programme for Food Security (NPFS) under the Federal Ministry of Agriculture and Rural Development; Borno and Yobe - State Emergency Management Agency (SEMA) / State Agency for Coordination of Sustainable Development and Humanitarian Response.</p>
<p>UN country team and UN agencies</p>	<p>UN agencies and other partners in the eight countries have a stake in this evaluation in terms of partnerships, future strategic orientation, as well as issues pertaining to UN coordination. UN Resident Coordinators and</p>	<p>Primary stakeholders. The UN and other partner agencies involved in emergency response, humanitarian assistance, food transfers, CBT, nutrition, resilience, logistics, supply chain, and institutional capacity strengthening will be interviewed</p>	<p>Senior Management, UN Resident and Humanitarian Coordinators, UN Agencies' Representatives, including those from the following agencies: FAO, IFAD, ILO, IOM, UNDP, UNHCR, UNICEF, UNOPS, UNOCHA, UN Women, UN-Habitat, UNAIDS, UNFPA, UN Renewed Efforts Against Child Hunger and Undernutrition (REACH) network, WHO,</p>

	<p>agencies have an interest in ensuring that WFP activities are effective and aligned with their plans and programmes. This includes the various coordination mechanisms, such as the protection, food security, nutrition clusters. The CEE can be used as an input to improve collaboration, coordination and increase synergies within the UN system and its partners.</p>	<p>and consulted during the inception and data collection phases, as applicable.</p> <p>COs will keep UN partners, and other international organizations informed of the evaluation's progress, and, in collaboration with OEV, will seek to maximize synergies between potential other ongoing evaluations and the CEE.</p>	
<p>Donors and international financial institutions</p>	<p>WFP interventions are supported by several donors who have an interest in knowing how their funds can be spent more effectively and efficiently. Potential donors to the WFP interventions in the Sahel region may be interested in the results of the evaluation for consideration of future contributions. Particular attention will be paid to the Sahel Alliance members.</p>	<p>Primary stakeholder. Donor representatives will be interviewed and consulted during the inception and data collection phases, as applicable. They may also participate in the regional learning event during Phase II and be involved in the report dissemination activities.</p>	<p>Representatives from the following donors: United States of America (USA), Germany, United Kingdom (UK), European Commission, Canada.</p> <p>Representatives from developments banks such as the African Development Bank and the World Bank.</p>
<p>Cooperating partners, NGOs and local community-based organizations</p>	<p>WFP relies on cooperating partners including NGOs and community-based organizations to implement its activities. They have an interest in enhancing synergies and collaboration with WFP, in light of the implications of the evaluation results.</p> <p>The CEE results might affect the way WFP works with its</p>	<p>Primary stakeholders. Key representatives of cooperating partners, NGOs and community-based organizations will be interviewed during the data collection phases, as applicable.</p>	<p>Representatives would come from different international and national NGOs. Moreover, representatives from the following institutions would be among key informants in each of the countries covered by this evaluation: Food Security Cluster, Nutrition Cluster, Protection Cluster, Gender in Humanitarian Action Community of Practice, PSEA Network, Interagency Cash Working Group; Interagency Accountability to Affected Populations/Community Engagement Working Group; and community-based organizations which have operational presence and know the local context.</p>

	<p>cooperating partners in the selected countries in the future.</p>		<p>Here are different international and national NGOs per country that would be invited to participate as key informants for this evaluation:</p> <p>Burkina Faso:</p> <p><i>International NGOs:</i> Action Contre la Faim (ACF), Oxfam, CARE, Agency for Technical Cooperation and Development (ACTED), INTERSOS. <i>National NGOs :</i> Organisation Catholique Pour le Développement et La Solidarité (OCADES) ; Association Action Vision Développement (AVAD) ; ONG AGED ; Association Formation Développement Ruralité (AFDR) ; Association Zoodnooma pour le Développement (AZDN).</p> <p>Cameroon</p> <p><i>International NGOs:</i> Adventist Development and Relief Agency (ADRA); The Alliance for International Medical Action (ALIMA); International Medical Corps (IMC); INTERSOS; Plan International; International Emergency and Development Aid (IEDA).</p> <p><i>National NGOs :</i> Cameroon CO worked with over 30 local NGOs from 2018, including ALIMA - The Alliance for International Medical Action; Agence Humanitaire Africaine (AHA); Public Concern; IMC - International Medical Corps; IEDA - International Emergency and Development Aid; INTERSOS; Plan International.</p> <p>Central African Republic</p> <p><i>International NGOs:</i> Norwegian Refugee Council (NRC); Oxfam; International Emergency and Development Aid (IEDA); Médecins Sans Frontières (MSF); Plan International; Cooperazione Internazionale (COOPI); World Vision International (WVI)</p> <p><i>National NGOs :</i> Caritas Centrafrique; Organisation Féminine et Economique (OFE); APADE - All For Peace and Dignity; Amici Per Il Centrafrica; Vision Enfant République Centrafricaine (VERCA)</p> <p>Chad</p> <p>In Chad, representatives would come from International Rescue Committee (a global NGO) and Croix Rouge du Tchad (a local NGO),</p>
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			<p>amongst other NGOs that will need to be identified by the Evaluation Team during inception mission.</p> <p>Mali</p> <p><i>International NGOs:</i> Médecins du Monde (MDM); WVI - World Vision International (WVI)</p> <p><i>National NGOs:</i> Groupe de Recherche Action pour le Développement de Proximité (GRADP); Association pour le Développement Rural; Amassa Afrique Verte; Yam Giribolo Tumo; Initiative Malienne d'Appui au Développement Local (IMADEL).</p> <p>Mauritania</p> <p><i>International NGOs:</i> Adventist Development and Relief Agency (ADRA); World Vision International (WVI).</p> <p><i>National NGOs:</i> Association pour l'épanouissement de la population (APEP) ; Association pour la santé, l'environnement et la lutte contre l'analphabétisme (AMSELA) ; Assistance Education (AE) ; Au Secours ; Croissant Rouge Mauritanien (CRM) ; Appui au développement intégré des communautés rurales (ADICOR) ; Mutuelle Féminine de Solidarité, d'Entraide, d'Epargne et de Crédit (MFSEEC).</p> <p>Niger</p> <p><i>International NGOs:</i> Agency for Technical Cooperation and Development (ACTED); Concern Worldwide; Catholic Relief Services (CRS); Danish Refugee Council (DRC); Samaritan's Purse; Save The Children (SCF); World Vision International (WVI)</p> <p><i>National NGOs:</i> Association pour la Redynamisation de l'Elevage au Niger (AREN); Volontaires Nigériens pour le Développement (VND/NUR); Association Pour le Bien (APBE) ; ONG Karkara - L'Association Nigérienne pour la Dynamisation des Initiatives Locales ; ONG Initiative pour un Développement de Base (IDB); Agence de Développement Nourri (ADN).</p> <p>Nigeria</p> <p><i>International NGOs:</i> Plan International; INTERSOS; Danish Refugee Council (DRC); CARE; International Medical Corps (IMC); Christian Aid;</p>
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			<p>eHealth Systems Africa Foundation (eHA); Action Aid; CAID; FHI 360; Borno State Primary Health Care Management Board (BSPHCMB); International Rescue Committee (IRC); Cooperazione Internazionale (COOPI).</p> <p><i>National NGOs:</i> Borno Women Development Initiative (BOWDI); Centre for Community Development and Research Network; Kanem Borno Human Development Association (KABHUDA); Center for Community Development and Research Network (CCDRN); Goggoji Zumunchi Development Initiative (GZDI).</p>
Private sector partners	<p>WFP works in ensuring active participation and involvement of the private sector as key partners (e.g., retailers, producers of nutrition products; insurance and financial service providers, etc). They have an interest in learning from the evaluation with a view to improve on-going and future collaboration with WFP.</p>	<p>Secondary stakeholder. Current or potential partners from the private sector may be interviewed during the inception and data collection phases, as applicable.</p>	<p>Burkina Faso: CRIALCES (ABNORM and Labo national); CBT and RAM (Orange mobile, Baitoul Maal, Call centers).</p> <p>Central African Republic and Chad:</p> <p>Financial institutions, mobile phones operators, etc.</p> <p>Cameroon</p> <p>Mali</p> <p>Infant flour producer MISOLA; Orange Mali, Malitel; Wari.</p> <p>Mauritania</p> <p>Niger</p> <p>Nigeria: representatives from the Master Card Foundation and Tony Elumelu Foundation may be consulted.</p> <p>UBA and Access Banks are other private sector actors that would be represented in consultations. The list will be further elaborated to include other private sector partners in other countries.</p>
Other partners (research institutions, academia, and civil society)	<p>Current or potential partners from research institutions, academia and civil society in each of the eight countries may have an interest in findings and lessons derived from the evaluation for their research and</p>	<p>Secondary stakeholder. Current or potential partners from civil society, academic or research institutions. These partners may be interviewed during the data collection phases, to gather a deeper understanding of the country's contexts.</p>	<p>Representatives from the Food Policy Research Institute (IFPRI); Action Against Hunger, Universities of Tulane in the USA and Laval in Canada amongst others.</p>

	enhancing their own humanitarian activities in the eight countries and similar contexts.		
Regional government entities	Regional Government entities have a stake in the humanitarian interventions, and they would have interest in findings from this evaluation.	Secondary stakeholder.	Permanent Interstate Committee for Drought Control in the Sahel (CILSS)
Regional UN entities	The Office of the Special Coordinator for Development in the Sahel (established in 2021) is responsible for coordinating collective efforts, including funding, to implement the UN Integrated Strategy for the Sahel (UNISS) and its support plan. The aim is to intensify the UN development response in the Sahel, also by engaging and supporting the efforts of regional partners and organizations in the region.	Secondary stakeholder.	In addition to OSCDS, other representatives would be from different UN Regional entities such as OCHA's West and Central Africa (ROWCA); UNICEF's West and Central Africa Regional Office, UNHCR Region Office, FAO Regional Office

Annex 5: Summary data on needs vs available resources⁶⁸

Country	Change in People in IPC (3-5)	People in IPC (3-5) June-August 2018 (millions)	People in IPC (3-5) June-August 2022 (millions)	Prevalence of Wasting in children under 5 in 2021 (Million)	Prevalence of Stunting in children under in 2021 (Million)	Gender Inequality Index 2021 (rank-out of 191)	IDPs	Refugees	Funding available compared to need (% funded CSP)	Level of restrictions on available funding (earmarking at activity level)	Actual beneficiaries compared to target 2022
Burkina Faso	2.6 x increase	0.95	3.45	8 (2020)	19.6 (2020)	157	1,902,150	27,616	47.4%	64%	43 %
C.A.R.	0.09x increase	2.03	2.21	7 (2018)	37.5 (2018)	167	647,883	11,083	62.2%	76%	47%
Cameroon	1.2 x increase	1.09 (2019)	2.42	4 (2018)	28.9 (2018)	148	975,786	485,887	58.6%	78%	72%
Chad	1.1 x increase	0.99	2.1	10	31.1%	165	381,289	568,919	48.2%	65%	46%
Mali	1.1x increase	0.93	1.84	9	22.1%	155	396,904	56,261	43.1%	66%	34%
Mauritania	0.6 x increase	0.54	0.88	10	17.4%	161	0	92,020	68.3%	70%	72%
Niger	4.5 x increase	0.8	4.4	12	44.4	153	347,648	294,467	43.9%	60%	55%

⁶⁸ As at 15 September 2022

Country	Change in People in IPC (3-5)	People in IPC (3-5) June-August 2018 (millions)	People in IPC (3-5) June-August 2022 (millions)	Prevalence of Wasting in children under 5 in 2021 (Million)	Prevalence of Stunting in children under in 2021 (Million)	Gender Inequality Index 2021 (rank-out of 191)	IDPs	Refugees	Funding available compared to need (% funded CSP)	Level of restrictions on available funding (earmarking at activity level)	Actual beneficiaries compared to target 2022
Nigeria	2.7 x increase	5.29	19.45	7 (2020)	31.5 (2020)	168	3,167,581	87,784	65.9%	69%	57%

Annex 6: WFP Country Strategic Plans and Line of sight

Country Strategic Plan (CSP) and Line of Sight (LoS)	
Country Strategic Plan (CSP)	Line of Sight (LoS)
Burkina Faso country strategic plan (2019–2023) (wfp.org)	Line of Sight as per Budget Revision 7: Burkina Faso LoS BR7
Cameroon Country Strategic Plan (2018–2020) (wfp.org)	Line of Sight as per Budget Revision 1: Cameroon LoS BR1
Central African Republic Interim Country Strategic Plan (2018–2020) (wfp.org)	Line of Sight as per Budget Revision 6: CAR LoS BR6
Chad country strategic plan (2019–2023) (wfp.org)	Line of Sight as per Budget Revision 1: Chad LoS BR1
Mali country strategic plan (2020–2024) (wfp.org)	Line of Sight as per Budget Revision 5: Mali LoS BR5
Mauritania country strategic plan (2019–2022) (wfp.org)	Line of Sight as per Budget Revision 3: Mauritania LoS BR3
Niger country strategic plan (2020–2024) (wfp.org)	Line of Sight as per Budget Revision 3: Niger LoS BR3
Nigeria country strategic plan (2019–2022) (wfp.org)	Line of Sight as per Budget Revision 3: Nigeria LoS BR3 LoS

Annex 7: Resource situation by country

[Link to Annex 7 .docx](#)

Annex 8: Key information on beneficiaries and transfers

[Link to Annex 8.docx](#)

Annex 9: Communication and Knowledge Management plan

When Evaluation phase	What Communication product	To whom Target group or individual	From whom Lead OEV staff	How & where Communication channels	Purpose of communication
Preparation	Concept Note (draft and final)	<ul style="list-style-type: none"> ▫ CO ▫ RBD ▫ PRO, EME 	<ul style="list-style-type: none"> ▫ EM 	<ul style="list-style-type: none"> ▫ Email ▫ Meetings 	Review/ feedback For information
Preparation	Draft ToR Final ToR Summary ToR	<ul style="list-style-type: none"> ▫ WFP staff in COs, RBD and selected HQ Divisions 	<ul style="list-style-type: none"> ▫ DoE ▫ EM 	<ul style="list-style-type: none"> ▫ Email ▫ WFP websites (WFP.org, WFPgo) 	Review/ feedback For information
Phase I	Contextual analysis Synthesis report Inception report	<ul style="list-style-type: none"> ▫ Internal Reference Group (IRG) supported by the Task Force 	<ul style="list-style-type: none"> ▫ ET 	<ul style="list-style-type: none"> ▫ Meetings/ workshops (Piggyback on a regional workshop?) ▫ Email ▫ Regional Learning Event ▫ WFPgo 	Review/ feedback Opportunity for collective reflections
Phase II - Data collection	Preliminary findings	<ul style="list-style-type: none"> ▫ WFP staff in COs and selected RB staff 	<ul style="list-style-type: none"> ▫ ET 	<ul style="list-style-type: none"> ▫ Meeting 	Opportunity for feedback, verbal clarifications

	debriefing (country-level)				
Phase II - Data collection	Preliminary findings debriefing (regional)	▫ IRG	▫ ET	▫ PPT ▫ Workshop	Opportunity for feedback, verbal clarifications and collective reflections
Phase II - Reporting	Draft evaluation report Final evaluation report	▫ IRG	▫ DoE ▫ EM	▫ Email	Review/ feedback For information
Phase II - Reporting	Internal stakeholder workshop	▫ IRG	▫ DoE/EM/ET	▫ Workshop (Piggyback on any regional workshop?)	Opportunity for feedback, verbal clarifications and collective reflections
Phase II - Reporting/Dissemination	Regional Learning Event	▫ Selected IRG members ▫ Interested external stakeholders	▫ DoE/EM/ET	▫ Workshop (Piggyback on any regional workshop?)	Opportunity for collective reflection and disseminate evaluation findings, conclusions and recommendations (possibility of course correction based on external stakeholders' feedback)
Phase II - Dissemination	Summary evaluation report	▫ WFP country/regional office/ HQ Divisions ▫ WFP EB/governance/management ▫ Government counterparts ▫ Donors ▫ Partners/civil society /peers/networks	▫ DoE ▫ EM	▫ Email ▫ Executive Board website	For information

Phase II - Dissemination	Final evaluation report	<ul style="list-style-type: none"> ▫ WFP EB/governance/management ▫ WFP country/regional office/Selected HQ Divisions ▫ WFP's partners at regional and country level ▫ Government counterparts ▫ Donors ▫ Partners/civil society/peers/networks 	<ul style="list-style-type: none"> ▫ EM ▫ RB ▫ COs 	<ul style="list-style-type: none"> ▫ Email ▫ Web and social media, KM channels (WFP.org, WFPgo, Twitter) ▫ Evaluation network platforms (UNEG, ALNAP) ▫ Newsflash 	For information and dissemination of evaluation findings, conclusions and recommendations
Phase II - Dissemination	Management response	<ul style="list-style-type: none"> ▫ WFP EB/governance/ management ▫ WFP country/regional office/ Selected HQ Divisions ▫ Government counterparts ▫ Donors ▫ Partners/civil society/peers/networks ▫ Affected populations (as feasible) 	<ul style="list-style-type: none"> ▫ RB/ CPP 	<ul style="list-style-type: none"> ▫ Executive Board website ▫ Web (WFP.org, WFPgo) ▫ KM channels 	
Phase II - Dissemination	ED memorandum	<ul style="list-style-type: none"> ▫ ED/WFP management 	<ul style="list-style-type: none"> ▫ DoE 	<ul style="list-style-type: none"> ▫ Email 	
Dissemination	Report communication	<ul style="list-style-type: none"> ▫ Oversight Advisory Committee (OPC) ▫ Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> ▫ DoE 	<ul style="list-style-type: none"> ▫ Email ▫ Meeting 	For WFP Senior Management consideration

Phase II - Dissemination	PowerPoint presentation and Talking points/key messages	<ul style="list-style-type: none"> ▫ WFP Executive Board (Evaluation Round Table in October 2024 and 2nd Regular Session (November 2024)) 	<ul style="list-style-type: none"> ▫ DoE 	<ul style="list-style-type: none"> ▫ Presentation 	For EB consideration
Phase II - Dissemination (post EB session)	Various evaluation products (Newsflash, business card, Brief, video)	<ul style="list-style-type: none"> ▫ WFP EB/governance/ management ▫ WFP country/regional office/HQ divisions ▫ Government counterparts ▫ Donors ▫ Partners/civil society /peers/networks ▫ Evaluation community 	<ul style="list-style-type: none"> ▫ 	<ul style="list-style-type: none"> ▫ Email ▫ Web and social media, KM channels (WFP.org, WFPgo, Twitter) ▫ Evaluation Networks (UNEG, ALNAP, EvalForward) 	Dissemination of evaluation findings, conclusions and recommendations Public information

Annex 10: Template for evaluation matrix

Lines of inquiry	Indicators	Data sources	Data collection techniques	Evaluability
Evaluation Module 1				
1. Question				
2. Question				
3. Question				
Evaluation Module 2				
4. Question				

Lines of inquiry	Indicators	Data sources	Data collection techniques	Evaluability
5. Question				
6. Question				

Annex 11: Terms of Reference and proposed composition of the Internal Reference Group and the Technical Task Force

Background

At scoping phase, the evaluation manager consulted with the COs, Regional Bureau and selected HQ Divisions during the drafting of a Concept Note, particularly as relates to: a) the objectives and intended use of the evaluation; b) the temporal and geographical scope of the evaluation; c) WFP key learning priorities; d) evaluability assessment; and d) the evaluation timeline. At the time, no advisory group had been formally established.

Given the scope and coverage of this evaluation, two main advisory groups will be established during the preparatory stage of the evaluation:

- A **high-level Internal Reference Group** (IRG) will provide strategic advice and feedback to the Evaluation Manager and the evaluation team at key moments during the evaluation process.
- A **Technical Task Force** will be put in place to work more closely with the Evaluation Manager and the evaluation team.

Purpose and guiding principles of the IRG and Task Force

The overall purpose of the High-level IRG and Technical Task Force is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process.
- **Ownership and use:** Stakeholders' participation helps ensuring that the evaluation contributes to learning among the main users through their engagement in the process and enhances ownership of the evaluation findings, conclusions and recommendations, which in turn may impact on evaluation use.
- **Identification of good practices and accuracy of facts:** Feedback from stakeholders at key steps of the preparatory, inception, data collection and reporting phases contributes to ensuring accuracy of facts and figures reported in the evaluation, identifying good practices and enriching reflections on why some strategies worked well or not in a given context.

Roles of the High Level IRG

Given the emphasis on the learning objective of this evaluation, the role of IRG members is expected to go beyond reviewing and commenting on evaluation deliverables and sharing relevant insights at key consultation points of the evaluation process. The IRG's main role is as follows:

- Review and comment on the Terms of Reference (ToR), particularly as relates to: a) the evaluation questions; b) evaluability assessment; c) methodological approach; d) key partners; e) timeline and f) list of key documents and sources of data.
- Participate in face-to-face or virtual briefings to the evaluation team during the inception and data collection phases

- Review the Theory of Change
- Review and comment on the draft synthesis report
- Participate in the regional learning event during phase I and provide feedback on the final set of evaluation questions and main lines of enquiries to be addressed during Phase II
- Review and comment on the Inception Report including detailed design for Phase II
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in the internal stakeholder workshop to discuss and refine recommendations as well as in the regional learning event with a wider audience.

Roles of the Technical Task Force

In addition to backstopping and complementing the IRG on the roles outlined above, the Technical Task Force will plan the following roles:

- Suggest key documents, studies and data sources in their area of expertise
- Participate in consultations aiming at re-constructing the Theory of Change (optional for HQ Divisions)
- Review and comment on the context analysis
- Provide feedback on selected elements of the draft inception package, particularly advising on meaningful and useful data to input
- Provide guidance on suggested communications products to disseminate learning from the evaluation
- Consolidate comments to draft evaluation deliverables from their colleagues.

IRG Membership

The table below provides an overview of the suggested IRG composition.

Country offices (Burkina Faso, Cameroon, CAR, Chad, Mali, Mauritania, Niger, Nigeria)		
Burkina Faso	DCD	Miranda SENDE
Cameroon	DCD	Aboubacar GUINDO
CAR	DCD	Aline SAMU [<i>Alternates: Peter SCHALLER (CD); Peggy PEDRE (DCD)</i>]
Chad	DCD	Koffi AKAPO
Mali	DCD	Armand NDIMURUKUNDO
Niger	DCD	Graan JAFF
Nigeria	DCD	Guy ADOUA

Mauritania	CD	Kinday SAMBA
Keep in copy: CDs in case DCDs are nominated as IRG member (or vice versa)		
RBD Regional Bureau members		
Deputy Regional Director – Operations		Alexandre LECUZIAT a.i.
Keep in copy: Regional Director, Chris Nikoi, Deputy Regional Director, Evelyn Etti and Regional Evaluation Officer, Claudia Schwarze		
HQ Divisions members		
Division/Unit	Function	Names
Emergency Operations Division (EME)	Deputy Director	Ilaria Dettori
Programme, Humanitarian & Development Division – Emergencies and Transition Service (PROP)	Chief	Lara Fossi
Programme, Humanitarian & Development Division – Resilience & Food Systems Service (PROR)	TBC	TBC
Cash-Based Transfers Division (CBT)	Deputy Director	Cheryl Harrison
Nutrition Division (NUT)	Director	Abigail Perry
	Deputy Director	Allison Oman
Gender Office (GEN)	Senior Gender Advisor	Liz Burges-Sims
School-based Programmes Division (SBP)	Head of M&E	Niamh O'Grady
Supply Chain Operations Division (SCO)	Chief of Logistics	Vladmir Jovcev
Human Resources Division (HR)	Deputy Director	Andrew Stanhope

Technical Task Force membership

The technical task force will be composed of a representative of each HQ division, RBD Regional Bureau and Country Offices.

Country offices (Burkina Faso, Cameroon, CAR, Chad, Mali, Mauritania, Niger, Nigeria)		
Burkina Faso	Head of Programme	Gon MYERS
	Head of RAM	Outman BADAOUI
Cameroon	Head of Programme	Joseluis VIVERO
	Head of RAM	Anais DALBAI
	Head of Programme	Pascal DIRO

CAR	Head of RAM	Telesphore OUEDRAOGO
Chad	Head of Programme	Koffi AKAKPO
	Head of RAM	Edgar WABYONA
Mali	Head of Programme	Ibrahima DIALLO
Mauritania	Head of Programme	Maribeth BLACK
	Head of RAM	Lawan TAHIROU
Niger	Head of Programme	Damien VAQUIER a.i.
	Head of RAM	Anna LAW
Nigeria	Head of Programme	Serigne LOUM
	Head of RAM	Serena MITHBAOKAR
RBD Regional Bureau member		
RBD	Programme Advisor	Thomas CONAN
	Emergency Preparedness &	Alexandre LECUZIAT
	RAM	Ollo SIB
HQ Divisions members		
Division/Unit	Function	Names
Emergency Operations Division (EME)	Senior Emergency Officer	Joseph MANNI
Emergencies and Transition Service (PROP)	Programme Policy Officer	Sara MOUSSAVI
Resilience & Food Systems Service (PROR)	TBC	TBC
Cash-Based Transfers Division (CBT)	Programme Policy Officer	Bronwyn Healy-Aarons
Nutrition Division (NUT)	Programme Policy Officer	Hajra Hafeez-ur-Rehman
Gender Office (GEN)	Programme Policy Officer	Yumiko KANEMITSU
School Based Programmes Division (SBP)	Programme Policy Officer	Michele DOURA
Supply Chain Division (SCO)	Supply Chain Officer	Franck AYNES
Human Resources (HR)	Senior Advisor, Oversight and Compliance	Francis NIXON

Annex 12: Links to evaluations, audits and main studies relevant to the evaluation

[Link to Annex 12.docx](#)

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Annex 14: Acronyms

AAP	Accountability to Affected Populations
ACLED	Armed Conflict Location & Event Data Project
ACR	Annual Country Report
ARC	African Risk Capacity
C.A.R.	Central African Republic
CBT	Cash-based transfer, WFP Cash Based Transfer Division
CEE	Corporate Emergency Evaluation
CEQAS	OEV quality assurance system for centralized evaluations
CO	Country Office
CPB	Country Portfolio Budget
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAC	OECD Development Assistance Committee
EAP	Evaluation Advisory Panel
EB	Executive Board
ECHO	European Union's Directorate-General for European Civil Protection and Humanitarian Aid Operations
ECOWAS	Economic Community of West African States
EM	Evaluation Manager
EME	Emergencies Operations Division
EMG	Evaluation management group
EMOPs	Emergency Operations
ER	Evaluation Report
FAO	United Nation's Food and Agriculture Organization
FFA	Food for assets
GBV	Gender-based violence

GCMF	Global Commodity Management Facility
GDP	Gross domestic product
GNI	Gross National Income
HCT	Humanitarian Country Team
HQ	WFP Headquarters
HRP	Humanitarian Response Plan
IAHEs	Inter-agency humanitarian evaluations
ICRC	International Committee of the Red Cross
ICSPs	Interim Country Strategic Plans
IMF	International Monetary Fund
IDP	Internally Displaced People
IFPRI	Food Policy Research Institute
IPC	Integrated Food Security Phase Classification
IOM	International Organisation for Migration
IPL	Internal Project Lending
IR	Inception Report
IRA	Immediate Response Account
IRG	Internal Reference Group
LTA	Long-Term Agreement
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MT	Metric tons
NBP	Needs-based Plan
NGO	Non-Governmental Organization
ODA	Official development assistance
OECD	Organization for Economic Co-operation and Development
OEV	Office of Evaluation
PHQA	Post Hoc Quality Assessment

PRO	WFP Programme – Humanitarian and Development Division
PRROs	Protracted Relief and Recovery Operations
RBD	Regional Bureau for Western and Central Africa
SO	Strategic Outcome and Special Operation
SRAC	Strategic Resource Allocation Committee
TORs	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Services
UNHCR	United Nations High Commissioner for Refugees
UNSC	United Nations Security Council
UNICEF	United Nations Children's Fund
USD	United States Dollars

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